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Leadership Strategies and Millennial Organizational Commitment

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Walden University

College of Management and Technology

This is to certify that the doctoral study by

Louis Wilford

has been found to be complete and satisfactory in all respects,
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Walden University
2020

Abstract

Leadership Strategies and Millennial Organizational Commitment

by

Louis Wilford

MS, Belhaven University, 2016

BS, Alcorn State University, 2005

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

April 2020

Abstract

Managing millennial employees may present challenges to managers as the workforce demographics shifts to a population of employees who have management needs that differ from previous generations. Managers who struggle with retaining millennial employees may experience business failure. Grounded in the transformational leadership theory, the purpose of this qualitative single case study was to explore the strategies managers in the financial management industry use to harness the creativity and commitment of millennial employees to increase organizational profitability. Two financial management industry managers who successfully retained talented millennials to improve profitability were interviewed; organizational documents were a secondary data source. A thematic analysis was used to analyze the data; four significant themes emerged: independence, feedback, transparency, and workplace values. The implications for social change include dispelling myths about millennials and generational differences, advocating for acceptance of individuals, and incorporation of millennial creativity into business practices that may contribute to innovation, communication, and trust within the organization while increasing profitability for the organization and stakeholders.

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Dedication

I dedicate this study to my gorgeous wife, Brandi, my beautiful and amazing daughter Nia, who both are my source of energy and motivation. You two gave me constant love, dedication, and support throughout this journey. Thank you for being the reason for me to live in my purpose.

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Table of Contents

Section 1: Foundation of the Study	1
Background of the Problem	1
Problem Statement	2
Purpose Statement.....	2
Nature of the Study	3
Research Question	4
Interview Questions	4
Conceptual Framework.....	5
Operational Definitions.....	6
Assumptions, Limitations, and Delimitations.....	7
Assumptions.....	7
Limitations	8
Delimitations.....	8
Significance of the Study	8
Contribution to Business Practice	9
Implications for Social Change.....	10
A Review of the Professional and Academic Literature.....	11
Leadership Theories.....	13
Employee Psychological Well-being and Transformational Leadership.....	21
Job Satisfaction	22

Transformational Leadership’s Influence on New Theories	23
Transactional Leadership	23
Transactional Leadership and Employee Performance.....	24
Trust and Transactional Leadership.....	24
Leadership Style Assessment.....	25
Multifactor Leadership Questionnaire	26
Leadership.....	27
Management.....	28
Innovation	29
Leadership and Creativity	30
Employee Commitment	31
Millennial Employee Commitment.....	32
Mentoring.....	35
Communication.....	36
Millennials	40
Financial Industry	45
Transformational Leadership Theory and Financial Performance	46
Employee Engagement in the Finance Industry	46
Transition	47
Section 2: The Project.....	49
Purpose Statement.....	49

Role of the Researcher	50
Participants.....	52
Research Method and Design	54
Research Method	54
Research Design.....	56
Population and Sampling	58
Ethical Research.....	60
Data Collection Instruments	63
Data Collection Technique	64
Data Organization Technique	66
Data Analysis	67
Reliability and Validity.....	69
Reliability.....	69
Validity	70
Transition and Summary.....	72
Section 3: Application to Professional Practice and Implications for Change	74
Introduction.....	74
Presentation of the Findings.....	75
Theme 1: Millennial Employee Independence in the Workplace.....	76
Theme 2: Providing Feedback to Millennial Employees.....	78
Theme 3: Transparent Leaders.....	80

Theme 4: Embracing the Workplace Values of Millennial Employees	81
Applications to Professional Practice	84
Implications for Social Change.....	86
Recommendations for Action	87
Recommendations for Further Research.....	88
Reflections	89
Conclusion	90
References.....	91
Appendix A: Interview Protocol.....	122
Appendix B: Interview Questions.....	127

Section 1: Foundation of the Study

Incorporating strategies to improve employee commitment, creativity, and production are integral to an organization's profitability. Managers who stay abreast of current leadership strategies are prepared to demonstrate how to effectively exhibit ethics, dedication, and contribute to the professional growth of the employees (Cruz & Tania, 2017). Millennials are a growing generation in the global workforce, and managers must implement strategies to accentuate the generation's capabilities. While applying the qualitative research methodology, I explored processes, phenomena, and the human experiences associated with the strategies managers in the financial management industry use with millennial employees.

Background of the Problem

According to Holmberg-Wright, Hribar, and Tsegai (2017), millennials, also referred to as Generation Y have the potential to be the most significant contributors to the modern workforce. Holmberg-Wright et al. (2017) identified that the generation will comprise 75% of the workforce by 2020. Srivastava and Poulami (2016) proposed managers encounter challenges with balancing the leadership needs of various generations. Some managers admit to having difficulty managing the millennial generation and stereotypically perceive millennial employees as lazy, self-absorbed, and unrealistic in their expectations (Holmberg-Wright et al., 2017). As the most educated, tech-savvy, socially connected, and team-oriented generation migrates into the

workforce, managers are innovating job roles to support millennials' commitment to personal career goals (Baiyun, Ramkissoon, Greenwood, & Hoyte, 2018).

Problem Statement

Millennial preoccupation with personal relationships, human connections, technology, and leisure creates challenges for business owners who are unable to capture millennials' innovative spirit and commitment to drive business performance (DeVaney, 2015). Approximately 75% of the workforce will be from the millennial generation by 2020, which is why it is critical for managers to understand millennials' workplace values and perspectives (Holmberg-Wright et al., 2017). The general business problem is that managers in the financial industry do not fully understand millennial leadership requirements, resulting in reduced productivity and loss of profits. The specific business problem is some managers in the financial management industry lack strategies required to harness the creativity and commitment of millennials to improve profitability.

Purpose Statement

The purpose of this qualitative single case study was to explore how managers in the financial management industry harness the creativity and commitment of millennials to improve business profitability. To identify successful strategies for the financial management industry, the target population for this study included a census sample of managers who work in the processing division of the selected study site in the southern United States. The results of this study might contribute to social change by augmenting the leadership strategies that equip managers in the financial industry with knowledge of

leadership requirements that may encourage employees to apply their innovative capabilities to build strong, thriving communities.

Nature of the Study

Research methods include qualitative, quantitative, and mixed methods. While in a natural setting, the use of open-ended questions allows the qualitative researcher to gain data that includes the participant's attitudes, feelings, and understanding of an issue.

Qualitative methodology is appropriate for this study because qualitative research allows the examination of social phenomena from a realistic and holistic perspective. In contrast, quantitative research methodology confirms a hypothesis and quantifies numerical data by analyzing relationships among variables while employing questionnaires, structured observations, and the incorporation of closed-ended questions (Divan, Ludwig, Matthews, Motley, & Tomlienovic-Berube, 2017). My intent was not to gain numerical evidence; therefore, quantitative methodology was not appropriate for this study.

Hypothesis testing is a component of quantitative studies and part of a mixed-methods study for the exploration of management strategies that will aid in retaining millennial employees. I was not conducting hypothesis testing in the study. The mixed-method approach includes quantitative and qualitative data collection and analysis (Divan et al., 2017). Mixed-method design was not appropriate for this study.

The three research designs I considered for qualitative research on management strategies to improve millennial employee retention were (a) ethnography, (b) phenomenology, and (c) case study. Case study design was used in this study. Case study

design was appropriate for this study because when coupled with a qualitative methodology, case study design can provide exhaustive answers to explain how and why a phenomenon occurs. Case study researchers explore one or more cases within a real-world context (Mostert, 2018). An ethnographic researcher gains an understanding of beliefs and behaviors of a group's culture by exploring the uniqueness of a culture or group (Ramani & Mann, 2016). Ethnographic research design was not appropriate because the goal of an ethnographic researcher is not to understand behavior by exploring a unique group or culture. Phenomenological researchers attempt to explain the world by exploring lived experiences (Ramani & Mann, 2016). The phenomenological approach was not appropriate for this study as I did not intend to limit my study to lived experiences.

Research Question

How do managers in the financial management industry harness creativity and commitment of millennials to improve business profitability?

Interview Questions

1. What management strategies have you used to address the creativity needs of millennial employees?
2. What management strategies have you used to address the commitment needs of millennial employees?
3. What knowledge have you gained from the management style needs of millennial employees?

4. What methods do you use to evaluate your management strategies?
5. How have you adapted or changed your management strategies to meet millennial employment requirements to ensure organizational commitment?
6. How have you adapted or changed your management strategies to encourage millennial creativity in your organization?
7. What additional information would you like to share regarding strategies managers use in the financial industry to address the commitment and creativity needs of millennial employees?

Conceptual Framework

Organizational commitment, behaviors, and employee's response to leadership is dependent on leadership style (Lee & Low, 2016). The transformational leadership theory was the most applicable conceptual framework for this study. Some managers in the financial management industry lack leadership strategies necessary to entice organizational commitment and support millennials' innovative capabilities. Burns initially introduced the transformational leadership theory in 1978 (Lee & Low, 2016). The transformational leadership theory focuses on satisfying the basic needs and meeting the desires of others through inspiration. A transformational leader demonstrates selfless behaviors and is more supportive of the needs of the group (Zhu, Zheng, Riggio, & Zhang, 2015). Incorporation of transformational leadership methods allows managers to be more attentive and responsive to millennial employees. This study aimed to identify strategies managers need to manage millennial employees in the financial management

industry effectively, and application of the transformational leadership theory supports this research. Bass revealed four dimensions of transformational leadership that include (a) idealized influence, (b) individualized consideration, (c) intellectual stimulation, and (d) inspirational motivation (Ghasabeh, Reaiche, & Soosay, 2015). Inspiration and guidance are the core of transformational leadership. Bogh Anderson, Bjornholt, Ladegaard Bro, and Holm-Petersen (2018) found leaders who practice transformational leadership strategies impact the development of professional quality and norms. Millennials value intrinsic and extrinsic motivation. Leaders who apply the transformational leadership theory improve employee loyalty, trust, job satisfaction, and performance by implementing strategies founded upon charisma and selflessness (Jauhar, Chan Soo, & Abdul Rahim, 2017). Managers are responsible for incorporating strategies to ensure work processes are carried out effectively and efficiently. Employees are expected to be present and to complete assigned tasks. Burns postulates application of the transformational leadership theory will inspire and intellectually motivate employees to enhance work processes, increase willingness to learn, improve trust, and establish loyalty.

Operational Definitions

Finance industry: An organization that has interests in financial transactions and responsible for monitoring monetary transactions that include development, liquidation, and altering the ownership of financial resources (Bureau of Labor Statistics [BLS], 2018a).

Management strategy: A management strategy is an art and science used for creating political, psychosocial, economic, and informative resources while providing concise objectives and authority about organizational endeavors (Petrova, 2015).

Millennial: The first generation to enter the workforce at the beginning of the new millennium and born between 1981 and 2000 (Maiers, 2017).

Assumptions, Limitations, and Delimitations

Assumptions and limitations are beyond the control of a researcher. Although a fact may be true, it is an assumption that cannot be verified by a researcher (Bor-Yi & Sean, 2015). Limitations can indicate weaknesses in research, and delimitations implicate study boundaries that are within the researcher's control (Helmich, Boerebach, Arah, & Lingard, 2015).

Assumptions

Bor-Yi and Sean (2015) indicated public trust may erode when a false assumption is made. Disclosure of misleading data jeopardizes research validity. Expression of invalid concerns or failure to detect an invalid concern is an assumption that indicated error in judgement (Bor-Yi & Sean, 2015). There were two assumptions in this study. The first assumption was participants would be honest and unbiased in their responses. The second assumption was semistructured interview questions and company data would yield enough data to completely answer the research question.

Limitations

Limitations in qualitative research are weaknesses that can cause research uncertainty (Helmich et al., 2015). There was one limitation in this study. The limitation was the low sample size because findings with a small sample size cannot be generalized to all businesses in all locations.

Delimitations

Borowska-Stefanska and Wisniewski (2017) indicated delimitations are the process of developing boundaries of what will be studied in the research process. Findings can be limited when research boundaries are set. There were two delimitations in this study. The first delimitation of this study is the geographical location and industry. The second delimitation was focusing on management strategies for millennials rather than all generations of employees.

Significance of the Study

The findings of this study might significantly impact the use of strategies managers employ to have a positive impact on millennial employees and contribute to positive social change. An increasing number of millennial employees in the workforce and an evolving society justify the need to implement strategies that promote engagement, commitment, and innovation. Thus, managers who incorporate millennial inspired leadership strategies will inspire millennial employees to reach their professional potential and address societal woes. Weber (2017) conducted a study in the eastern United States to determine how personal values impacted millennials' professional values

but indicated a small sample size and confinement to the eastern United States was a limitation. Therefore, leadership strategies in the financial industry that promote millennial employee engagement, commitment, and innovative potential in the southern United States were unknown. According to Weber (2017), millennial values will force management to develop strategies that maximize their talents. The financial industry is one of the industries that is expected to have the most job growth between the years 2016 and 2026 (BLS, 2018). Supplying managers in the financial industry with strategies that lead to the enhancement of employee engagement, organizational commitment, and innovation may lead to positive social change.

Contribution to Business Practice

The number of financial managers in the workforce will increase 18.7% by 2026 (BLS, 2018b). Millennials will comprise 75% of the global workforce by 2020 (Maiers, 2017). The implications for improving business practice includes transformational changes in millennial employee productivity and commitment. Millennials' tenacious belief in the betterment of society and the environment leads to the humanization of business practices. Upon conducting this study, the experiences managers have with implementing transformational management strategies to encourage millennial productivity and commitment was identified and understood. Business leadership practices may be improved by applying a conceptual framework that identifies how leaders can use transformational leadership style that inspires millennials to contribute to the organization and society by manifesting their innovative capabilities.

Kwan and Chiu (2015) expressed innovation can contribute to the financial growth of an organization. According to Frankel (2016), a millennial is more likely to be committed to the organization when they are allowed to contribute their ideas and are acknowledged for their contributions. The results of this study may help managers employ strategies that will yield improved organizational profitability. The results of this study may also provide information for financial management managers to increase millennials' contributions to innovation and increase their commitment to the organization.

Implications for Social Change

The battle for social change continues regarding protection of equal rights based on race, gender, immigration status, and religious affiliation (Regan, 2017). O'Dell, Smith, and Born (2016) determined millennials are positive contributors to social change behaviors when leaders promote value in social advocacy. Social change efforts include changing thought patterns and social encounters within organizations, communities, and social structures to contribute to society and the environment positively. Wagner and Mathison (2015) stated social engagement and activism enhance learning over various disciplines, and engaging in social change activities fosters morality, enhanced collaborative efforts, self-discovery, and the analysis and development of solutions to social problems. Businesses can impact social issues by dedicating resources to improve communities globally (Sonenshein, 2016).

As society increases the use of automated and technology-driven methods of communicating and providing services, millennials change the way work is completed and why. Millennials' influences include economic assimilation, communication methods, culture, and travel which results in the ability to function among various generations and national and cultural boundaries (Maiers, 2017). Regan (2017) indicated that millennials were a key group in changing House Bill 2 in North Carolina that was not inclusive of gender equality. According to Weber, Diaz, and Schwegler (2014), the financial industry's approach toward corporate social responsibility is low. Millennials are a group that can guide the future of any profession when their innovative capabilities are maximized. Rifkin (2018) stated focusing on a group's strengths can be a catalyst of social change. Communities will benefit from corporate social responsibility by improved health modalities, technological advances, and cleaner environments (Jali Muhamad, Abas, & Ariffin Ahmad, 2017).

A Review of the Professional and Academic Literature

The purpose of this qualitative single case study was to explore how managers in the financial management industry harness the creativity and commitment of millennials to improve business profitability. To identify successful strategies for the financial management industry, the target population for this study was two managers in the financial management industry in the southern United States. The results of this study might contribute to social change by enhancing leadership strategies that provide managers in the financial industry knowledge of millennial leadership requirements,

therefore encouraging millennial employees to employ their innovative capabilities to build strong, thriving communities.

Exploration of professional and academic literature can aid with identifying leadership strategies managers in the financial industry can implement to engage, retain, and support innovation in millennial employees in the southern United States. By 2024, millennials will be considered the largest generation in the workforce (BLS, 2015). As previous generations continue to grow older, millennials will reign over the United States workforce. The aim of this professional and academic literature review was to compile, synthesize, and compare multiple sources related to the research question.

Critical analysis of literature serves as a base for researching a phenomenon of interest. Conducting a literature review aids with gaining understanding, knowledge, and emerging trends related to a research question (Saunders, Lewis, & Thornhill, 2015). Literature reviews can assist with identifying issues with management strategies when working with millennial employees. The literature review is comprised of academic and professional literature that includes (a) 58 peer-reviewed journals obtained from EbscoHost, (b) 43 peer-reviewed articles accessed from Business Source Complete, (c) six peer-reviewed journals from Google Scholar, and (d) data from two government databases.

In this literature review, I focused on the following key terms: *autonomy, creativity, communication, diversity and inclusion, employee commitment, employee engagement, employee retention, finance industry, financial management, financial*

management industry, Generation Y, generational differences, innovation, leadership strategies, leadership strategy assessments, management strategies, mentorship, millennials, millennial employees, millennial employment needs, millennial leadership, Multifactor Leadership Questionnaire, organizational commitment, social change, social issues, social responsibility, transactional leadership, transactional leadership theory, transformational leadership, transformational leadership style, transformational leadership theory, work-life balance. A total of 109 peer-reviewed journal articles published within the last 5 years, one book, and one government website was used for review.

Leadership Theories

Leadership theory research began approximately 100 years ago. Time, experience, and various settings led the evolution of leadership theory research (Kovach, 2018). Asrar-ul-Haq and Anwar (2018) indicated the origins of leadership theory are attributed to differences among individuals. During the industrial revolution, some workers obtained power based on their skills, and this created a great shift to new theories of leadership. When conducting leadership research, the researcher's goal is often to determine distinguishing characteristics, traits, strategies, attitudes, and principles of effective leaders (Kovach, 2018).

Leadership theories are developed based on numerous theoretical perspectives, including models, tools, frameworks, paradigms, and ideas from prominent thinkers. Numerous theories and frameworks have been developed (Kovach, 2018). Chow, Salleh,

and Ismail (2017) stated there are 67 leadership theories in the current millennium. Forty-one of these leadership theories are established, and there are 26 emerging leadership theories. An effective method of studying leadership involves reviewing prominent leadership theories. Bass (1990) stated leadership theories that are used to diagnose, educate, and cultivate must have a foundation of concepts and ideas that are satisfactory to and implemented by managers, directors, and developing leaders. While reviewing integral components of leadership theories and models, implications of the theory should also be reviewed (Landis, Hill, & Harvey, 2014).

Evolution of Leadership Theories. Interactions among groups are impacted by the type of leadership used within the group. According to Flynn (2018), trait theories of leadership were the dominating leadership style in the 1930s. Characteristics of attitude, social, intellectual, and physical attributes are considered distinctions of leaders and nonleaders when applying trait theories of leadership. Early research about the traits of efficient leadership proposed that leadership traits could be measured, defined, and classified. The application of trait theories of leadership postulate effective leaders possess universal personality traits that nonleaders do not possess (Flynn, 2018). Trait theories of leadership are founded on the *great man* or *great person* theory. A great person theory is a thought that societal, group or organizational fate is determined by the leadership of an individual who has obtained a leadership position by strength, personality, and intellect. Flynn (2018) indicated researchers were unable to identify any traits that were universal, and researchers abandoned further research on the trait theories

of leadership in the 1940s.

In the 1950s, behavior theories were predominant in analyses of leadership style. Application of the behavioral leadership approach allows identification, generalization, and defining how behaviors of effective leaders vary from ineffective leaders. Larsson, Sandahl, Söderhjelm, Sjövold, and Zander (2017) indicated various leadership behaviors develop over different timeframes, and leaders begin in different developmental stages. Research about behavioral theories ceased in the 1960s due to the inability to explain behavioral differences in various contexts and settings, and the lack of studies that could ascertain situational factors that yield leadership success or demise (Flynn, 2018).

During the early 1970s, the situational leadership method was the most popular form of leadership style analysis. The Hersey-Blanchard situational leadership theory proposes that there is no right or wrong approach to leadership, and a leader's attitude impacts situations. Application of Hersey and Blanchard's theory supports a response from a leader who may require an alteration in leadership style based on the follower's needs (Wright, 2017). Wright (2017) also indicated that research on situational leadership is scarce, and the research that is available is often mixed and contradictory.

Transactional and transformational leadership are the most commonly used types of leadership in modern organizations (Flynn, 2018). Flynn (2018) indicated the two leadership styles were developed in response to previously developed leadership theories, specifically trait, behavior, and situational. James McGregor Burns developed the concepts of transactional and transformational leadership during the 1970s. The

development of Burns' work led to increased understanding of leadership and aided with developing methods to identify notable leadership. According to Burns' ideas, all leadership methods may be classified as transactional or transformational (Barbinta, Dan, & Muresan, 2017).

Bernard Bass is the founder of transformational leadership theory. As a researcher, editor, and a professor of management at several universities, Bass studied the distinctions of leadership qualities (Barbinta et al., 2017). Bass' transformational leadership theory was based on the work of James McGregor Burns. Burns and Bass shared the sentiment that transactional and transformational leadership are noticeably different types of leadership rather than opposite forms of leadership style. The transformational leadership theory was developed by Bass to combat problems with traditional leadership style perceived by Bass. Flynn (2018) declared traditional leadership theories could not identify the motivation employees feel when working in an effective organization. A leadership theory can be applied to various disciplines.

Social implications. Leaders who apply leadership theories to their leadership strategies may be committed to social justice, service, and outreach. Communities and the environment in which the leader operates should be committed to organizational outreach (Grandy & Sliwa, 2017). Employee sentiment toward corporate social responsibility impacts organizational performance, and the amount and quality of work performed depends on employees. An employee must feel that a corporation's social efforts are legitimate to want to be committed to the organization (Soojung & Jeongkoo, 2018).

Leaders, organizations, and society should be congruent and focus on how the business treats stakeholders and the environment. Behavioral standards and performance of a leader should uphold societal well-being. Proper application of theory requires businesses and leaders to be accountable for all behaviors because businesses are ethically obligated to build positive relationships with the community through philanthropy (Grandy & Sliwa, 2017).

Political implications. Political processes involve stakeholder engagement and promotion of personal interests. Applying a leadership theory to politics aids with goal alignment and compliance (Müller, Mathiassen, Saunders, & Kræmmergaard, 2017).

Charisma is an attribute that is associated with transformational leadership style.

Paramova and Blumberg (2017) indicated dictators and democratic leaders can incorporate a charismatic appeal and be beneficial to populations in various countries.

Transformational leadership behaviors are a more superior option for inciting effective leadership strategies.

Business implications. A business usually functions in an achievement-oriented setting. The goal of business leaders is to reach or exceed a performance goal or standard outlined in an established plan. Success is attributed to the effectiveness and quality of leadership (Kovach, 2018). Business leaders are often responsible for teams, groups, and individuals. Hill and Bartol (2016) stated theoretical perspectives should be incorporated into business leadership. Leaders should incorporate theories that empower lower-level employees to facilitate collaboration and improved performance.

Military implications. The United States military encourages opportunities for military leaders to incorporate values into an institution by focusing on character strengths and leadership behavior. Sosik, Arenas, Uk Chun, J., and Ete (2018) revealed transformational leadership theory is successfully incorporated into military leadership training. Transformational leadership behavior is believed to assist military leaders with enhanced leadership effectiveness. Application of transformational leadership theory contributes to the advancement of subordinates and organizational success. According to Hussain and Hassan (2015), both military and business leaders perform in high-risk situations. Success in the military and business may stem from common leadership characteristics. Hussain and Hassan (2015) revealed military leaders are transformational and are most effective because military leaders focus on building relationships with subordinates. Transformational leadership training in the military leads to organizational commitment, subordinate satisfaction, and improved organizational outcomes.

Transformational Leadership. Transformational leadership is a form of leadership that embodies loyalty to the needs of others rather than self; therefore, it is most appropriate for this study. The dimensions of transformational leadership include (a) idealized influence, (b) individualized consideration, (c) intellectual stimulation, and (d) inspirational motivation (Ghasabeh et al., 2015). Application of transformational leadership in the workplace can generate stronger innovational capabilities, facilitate an increase of knowledge in employees, and motivate employees by focusing on the employee's positive attributes (Ghasabeh et al., 2015). Transformational leaders inspire

employees to fulfill tasks that positively impact the entire organization. According to Bodenhausen and Curtis (2016), transformational leaders successfully develop relationships and trust with employees by becoming sensitive to the needs of followers. Transformational leadership strategies have a significant influence on employee involvement.

A transformational leader exhibits principles and values that exude trust and loyalty to members of a team. Transformational leaders can be highly influential and quickly gain the trust and admiration of others. Individuals with transformational leadership capabilities can intellectually stimulate others leading to improved work processes and innovation. Transformational leaders focus on morality and motivation. A transformational leader uses motivation to help the follower be as successful as possible (Arenas, Tucker, & Connelly, 2017). According to Xueli, Lin, and Mian (2014), transformational leaders can influence employees' behaviors, outlook, and feelings toward their job by clearly communicating information and using verbal persuasiveness. The charismatic attitude displayed by transformational leaders develops a sense of pride, loyalty, confidence, and willingness to learn in followers (Khan & Ismail, 2017). The inspirational method of transformational leadership has a significant impact on employees. Lee and Low (2016) identified the adoption of transformational leadership style could lead to nurturing the needs of employees through training and mentorship.

Choi Sang, Lim Zhi, and Tan Wee (2016) indicated there is a significant correlation between transformational leadership and organizational commitment. The

researchers suggested a transformational leadership style influences employee emotional attachment to the organization and willingness to retain employment. Malik, Javed, and Hasaan (2017) revealed that transformational leadership leads to improved employee satisfaction and desire to continue employment through the influence of interpersonal relationships. Transformational leaders enhance employee performance and satisfactory employment commitment.

Jauhar, Chan Soo, and Abdul Rahim (2017) stated transformational leadership enhances talent retention and reduces employee intention to quit. Although job satisfaction may be low, millennials will not quit if their leader practices transformational leadership. Kim, Liden, Kim, and Lee (2015) revealed transformational leadership increases motivation and commitment by intrinsic based values. Transformational leadership has a positive impact on organizational growth and performance. A transformational leader can reduce the intention to quit by creating loyalty, trust, improved job satisfaction, and increased employee performance (Jauhar et al., 2017).

The foundation of transformational leadership is inspiration and guidance. Followers can share the same understanding of professional quality as their leaders with the incorporation of transformational leadership (Bogh et al., 2018). Leaders in small organizations do not have a defined role as those in a more prominent organization; thus transformational leadership is most effective in medium-sized organizations. Bogh et al. (2018) stated large organizations can also benefit from transformational leaders and improve understanding of professional quality by communicating an organization's

vision. According to Yaslioglu and Selenay Erden (2018), transformational leaders can help followers strengthen their strengths by providing inspirational speeches, guiding followers as needed, identification of weaknesses, and inquiring about individual concerns.

Employee Psychological Well-being and Transformational Leadership

Modern organizations inquire about strategies that may facilitate willingness and engagement of employees. Addressing the higher-order needs of employees is of greatest importance and cannot be achieved without trust among the employee and organization. Early leadership theories and strategies focused on productivity rather than employee satisfaction and psychological well-being (Jena, Pradhan, & Panigraphy, 2018).

Jena et al. (2018) conducted a study to determine if psychological well-being and transformational leadership enhanced trust, employee performance, and helped employees have a better attitude toward their work. The authors indicated there is a positive correlational relationship between employee psychological well-being, organizational trust, and transformational leadership. Ethical practices of transformational leaders increase employee perceptions of trust, which increases employee engagement with their job. Sixty-two percent of the employee participants indicated physical and mental well-being is improved when a leader incorporates transformational leadership style.

Transformational leadership strategies can have a positive impact on employee well-being in various industries. Arnold and Walsh (2015) conducted a study to

investigate how transformational leadership strategies impact employee psychological well-being when working with uncivil customers. Negative employee-customer interactions are associated with adverse employee well-being. Incivility in the workplace is associated with a physical decline in health and reduced employee retention rates. Customer incivility results in elevated turnover intentions, psychological pressure, and decreased job satisfaction. Leadership methods are a critical component of employee well-being because research implied a leader influences how subordinates feel about their job (Arnold & Walsh, 2015). Theoretical implications of transformational leadership theory support Arnold and Walsh's (2015) hypothesis that incorporating transformational leadership practices into relationships with employees will improve employee coping methods and foster supportive leadership behaviors.

Job Satisfaction

Bayram and Dinç (2015) conducted a study to determine the significance of the transformational leadership style on job satisfaction. Job satisfaction is the concept of employee pleasure and contributing factors of positive job experience. Study findings indicated transformational leadership behavior has a positive link with job satisfaction. Samanta and Lamprakis (2018) conducted research to identify the attributes of modern leadership methods. The researchers determined that transformational leadership effectively increased subordinate's job satisfaction and leadership effectiveness. Subordinates who followed transactional leaders also found their leaders to be effective and were satisfied with their jobs, but the correlation was not as strong as with a

transformational leader. Organizational performance can be impacted by an employee's level of job satisfaction.

Transformational Leadership's Influence on New Theories

Authentic leadership is a newer theory that is gaining increased interest. Characteristics of authentic leaders include having a sense of passion and purpose for their work, displays unwavering values, builds close relationships with followers, exhibits consistent self-discipline, and are compassionate (Duncan, Green, Gergen, & Ecung, 2017). Duncan et al. (2017) conducted a study to determine the relationship between authentic leadership and transformational, transactional, and laissez-faire leadership styles. It was determined that authentic leadership style is strongly associated with transformational leadership style.

Transactional Leadership

Transactional leadership is viewed as a traditional leadership approach that incorporates exchanges between leaders and followers. Leaders who incorporate transactional leadership into their leadership strategies focus on achieving goals by providing contingent rewards, organizing and coordinating plans of action, clarifying situations, and providing subordinates with attention (Flynn, 2018). Rewards and admonishment are associated with follower performance and impact the leader-follower relationship. Application of transactional leadership involves following a chain of command (Brahim, Ridić, & Jukić, 2015). Transactional leaders have control and the

power to evaluate, regulate, and teach subordinates when performance is not up to standard.

Transactional Leadership and Employee Performance

Employee performance is the ability of a person to use expertise and skill effectively. Productivity can be improved and sustained by proper leadership. Work ethics, communication techniques, professionalism, and ingenuity are attributes of productive employees (Khan & Nawaz, 2016). Because transactional leaders institute a system of rewards and punishment, there is no motivational or inspirational techniques incorporated into transactional leadership strategies. According to Brahim et al. (2015), a transactional leader may become complacent and may only accomplish minimal goals to avoid penalties. Employee performance is based on leader and follower satisfaction with the reward system. The idea that employee motivation results in improved job and organizational performance is not applicable to transactional leadership (Brahim et al., 2015). Leaders who fail to follow through with their contingent reward promises display inconsistency and are perceived as ineffective leaders. In contrast, a transformational leader develops a culture of mutual stimulation and advancement to stimulate increased productivity that cannot be achieved with transactional leadership style alone (Smith, 2015).

Trust and Transactional Leadership.

Leadership behaviors set the precedence of trust between leaders and followers in an organization. Asencio and Mujkic (2016) conducted researched to determine the

relationship between employee's impression of transactional and transformational leadership behavior and trust in leadership. The researchers expressed transformational leadership methods are positively linked to higher levels of follower trust in leadership. Transactional leaders can also gain the trust of followers by adhering to the rewards system and taking action when there is an issue but cannot entirely rely on transactional leadership methods to motivate employees and increase the opportunity of developing a trusting relationship.

Leadership Style Assessment

Transformational and transactional leadership style is linked to organizational success. Clipa and Greciuc (2018) identified that managers, employees, pupils, and professionals prefer leadership characteristics and behaviors that are inspirational, charismatic, mentally stimulating, and ambitious more than a system of rewards or modification of mistakes. The Multifactor Leadership Questionnaire (MLQ) was used by Clipa and Greciuc (2018) to assess the success of a group based on the use of transformational or transactional research. Transformational leaders yield employees who agree with an organizational mission and vision. Leadership factors are significantly related to organizational sales, market share, revenue, and investment earnings. Scores that are indicators of transformational leadership style are predictors of singular and group performance. A transformational leader is more likely to develop subordinates who have increased group union, greater work commitment, high levels of creativity and innovation, and secure work environments.

Multifactor Leadership Questionnaire

The MLQ is an instrument that has been used for more than 40 years to determine if a leader practices transformational, transactional, or laissez-faire leadership style. A questionnaire is used to identify a leader's characteristics to determine which of the three leadership practices is being utilized (Jelača, Bjekić, & Leković, 2016). There are nine components on the questionnaire that are organized into three groups. Each group of questions is based on transformational, transactional, and laissez-faire leadership style.

The MLQ is also used to analyze leadership outcomes such as increased effort of followers, the effectiveness of a leader's behavior, and the follower's satisfaction with the leader. Jelača et al. (2016) indicated the use of the MLQ can determine a group's success, and group success is linked to transformational and transactional leadership style. Employees will exhibit an increased capacity to produce efficiently willingly and have improved desire and the self-confidence to succeed when their leader incorporates increased effort into encouraging employees to work beyond expectations. Leadership effectiveness is also analyzed by using the MLQ. Based on the questionnaire, leadership effectiveness is determined by how leaders are fulfilling employee needs, being a good representative of the followers in front of upper management, and by meeting organizational standards. Follower satisfaction embodies the ability of a leader to use satisfactory management skills (Jelača et al., 2016).

Clipa and Greciuc (2018) indicated the MLQ is a valid and reliable instrument that was confirmed with use of the questionnaire in multiple studies. Clipa and Greciuc

(2018) suggested the use of the MLQ were strongly correlated with multiple aspects of behavior motivation. Results of the MLQ among leaders who practice transformational leadership style have a greater impact on organizational profitability than transactional leadership (Jelača et al., 2016).

Leadership

Leadership is a complex phenomenon that has various requirements and duties. A leader's role is to increase organizational performance. Responsibilities of a leader include leading with purpose, sharing values, exhibiting and teaching integrity, and motivating employees (Ahmad Maez Al, 2017). Leaders are responsible for innovation, development, trusting relationships, and long-term vision. Ethical leadership strategies are exhibited when a leader acts in a manner consistent with altruism, inspiration, and social justice. Ethical leaders are exemplary in their effort with honesty, integrity, and trustworthiness (Zhu et al., 2015).

Effective leaders provide employees with achievement outcomes and allow employees to choose the pursuit of success. An effective leader also prevents employee stagnation (Zaharia, 2016). Professional quality and norms are defined by values and beliefs of the profession represented by an organization and its leaders (Anderson et al., 2018). Leaders are the most influential aspects of an organization. Effective leaders supply a clear vision and motivate individuals and groups to perform at optimal levels (Jauhar et al., 2017). Bourne (2015) indicated adjustments to leadership strategies can improve organizational performance among generations. Leaders should be reliable,

effective, and high performing. Five key attributes of leadership include (a) accountability, (b) engaging, (c) effective communicator, (d) visionary, and (e) trustworthy (Reed, 2017).

Leadership includes the development of management strategies for determining employee performance. Creating systems for incentives may help detect business failures or identify long-term strategies for success (Vogel, 2017). Leaders should focus on sub-cultures within the organization and how each sub-culture fits into the organization. Understanding the cultural dynamics of individuals and groups can help with organizational success. Determining employee communication patterns can benefit leaders by providing information corporate culture, paths to career success, and organizational effectiveness. Leaders should also be aware of the advantages, knowledge, and capabilities of specific groups within the organization.

Management

Managers are responsible for managing, maintenance, control, and short-term visions (Zaharia, 2016). Business actors in a management role need to understand their obligation to teach and learn. Managers can display formal and informal rules and norms. The ability to understand and examine other perspectives is significant to the management role. Effective communication builds commitment and trust between a manager and employees (Munksgaard & Ford, 2017). Modern forms of management involve functioning in a variety of areas including material, financial, and human resources (Petrova, 2015). Managers are challenged with balancing the leadership needs

of various generations in the workplace and must be cognizant of recognition of millennial work efforts and contributions is motivational for the generation (Srivastava & Poulami, 2016).

Innovation

Innovation is the cornerstone of organizational, economic growth. Innovation can only occur with the support of organizations and leadership (Kwan & Chiu, 2015).

Millennial employees are more technologically savvy than any other generation. This population of employees is more comfortable and accepting of technological changes. Fogarty, Reinstein, and Heath (2017) stated managers can help millennial employees succeed when managers embrace millennials' technology-driven mindset.

Transformational leaders inspire and motivate followers to include their values and self-concepts into aspirations and creative behaviors (Afsar, Badir, Saeed, & Hafeez, 2017). Oncioiu and Stanciu (2017) revealed that organizational success is affected by how managers express the business vision, management strategies, and how they allow innovation among millennial employees.

Innovative changes can be complicated because employee training and development needs to be guided by effective leaders. Managers are facilitators of change. Providing tools, activities, and training necessary to implement a new process or development of innovation is the duty of leadership (Sartori, Costantini, Ceschi, & Tommas, 2018). Afsar et al. (2017) conducted research and determined followers of transformational leaders who demonstrate the desire to participate in innovative

activities, are supportive, and create a non-controlling environment in the workplace are more likely to be innovative. A transformational leader can encourage new ways of thinking, creative ideas, and commitment to organizational goals.

The authors indicated that millennials are willing to initiate innovation, efficiently operate digital equipment and social media, appreciate career mentorship, as well as desire information and feedback. Millennials enjoy utilizing innovative strategies to perform tasks. Specifically, millennials are likely to participate in role innovation because of their desire to commit to personal career goals rather than a specific organization (Baiyun et al., 2018). A transformational leader is aware that a follower can be innovative when the leader provides a precise vision, boosts confidence, and exhibits strength (Afsar et al., 2017).

Leadership and Creativity

Like innovation, creativity involves developing unique ideas or solutions to problems. Creative individuals are typically flexible, spirited, and willing to take risks to suggest or implement new ideas that differ from traditional methods. Creative ideas can be generated by an individual or a group (Kark, Van Dijk, & Vashdi, 2018). Managers can improve or impede creativity. Kark et al. (2018) suggested creativity within an organization can contribute to organizational effectiveness and the ability of the organization to last in a fierce, unstable, and competitive business climate. Effective leaders can motivate employees to be creative.

Kark et al. (2018) indicated transactional leadership style can hamper creativity because the leadership style focuses on employees' mistakes and the required duties. Transactional leaders oppress the ability to develop imaginative ideas and risk-taking, which causes hindrance of creativity. Transformational leadership style encourages creativity by allowing employees to think for themselves and develop original ideas.

Employee Commitment

An effective sense of accomplishment linked to a work-related mindset that is characterized by increased energy, mental flexibility, dedication, and the ability to be engrossed in work is employee commitment. A contributing factor of employee work commitment is leadership style. The leader's behavior is the origin of employee motivation and job satisfaction. Leadership behaviors create an environment that is supportive of employee work commitment (Choi, Tran, & Park, 2015). Choi et al. (2015) argued that the motivational characteristics of transformational leadership style positively influences employee commitment and encourages employees to aid with the achievement of organizational goals. Only 30% of American employees are committed to their organization (Choi et al., 2015). Successful organizational outcomes, increased employee productivity, improved employee behavior, effective management, and heightened customer contentment are linked to employee commitment. Uncommitted employees yield reduced productivity and higher costs.

Employee commitment involves providing employees with opportunities to be recognized for the contributions to an organization, assist with career development, and

creating a positive emotional connection with the employing organization (Stoyanova & Iliev, 2017). Healthy and positive work environments cannot be achieved if leaders do not adequately engage employees. Engaged employees are described as enthusiastic, committed to the organizational mission and vision, and willing to perform tasks not required. Uncommitted employees go to work as needed and do not offer any additional help. At times, an uncommitted employee may undermine the work of committed employees (Carrillo, Catellano, & Keune, 2017). A transformational leader implements methods to integrate and facilitate employee activities that incite a cooperative organizational environment. Trust and admiration of transformational leaders yield committed and altruistic employees who are significant contributors to organizational goals (de Oliveira Rodrigues & Ferreira, 2015).

Millennial Employee Commitment

Stoyanova and Iliev (2017) revealed the millennial generation has the lowest level of organizational commitment because of a lack of motivation and recognition from management. Organizations that implement appropriate employee organizational commitment strategies cause positive attitudes and behaviors among employees that lead to improved employee performance, teamwork, clean learning environment, and increased organizational profits (Jha & Kumar, 2016). Holmberg-Wright et al. (2017) argued obtaining a balance between generations is often difficult and causes disengagement from organizational commitment. Millennials are less committed to their

organization than previous generations. Millennials admitted being less excited and involved than earlier generations in the workplace.

Walden, Jung, and Westerman (2017) identified the association between work engagement and communication and organizational commitment among millennial employees. A survey conducted by Walden et al. (2017) indicated that work engagement may increase organizational commitment and decrease the desire to leave the organization. It was also determined that millennials require effective communication and feedback to be engaged in organizational goals. Walden et al. recommended remove hindrances of internal communication to promote employee engagement and organizational commitment.

Millennials in the financial industry are less committed to their organization because of stress caused by time constraints and not feeling valued. Younger employees should be autonomous, provided with development opportunities, mentoring, group support, and given concise information about the organization to improve organizational commitment. Providing opportunities to participate in group brainstorming and recognition of efforts also enhance millennial commitment (Carrillo et al., 2017). Choi et al. (2015) hypothesized that employee engagement is positively linked to creativity. Engaged employees are creative and appreciate positive comments received from superiors, other employees, and customers who are enthusiastic about their work. An engaged employee experiences an elevated mood and zealously engages in their work. Corporate social responsibility is vital to millennial employees. Incorporating measures

to improve society helps millennials to be enthusiastic about work and the organization's contributions to society (Carrillo et al., 2017).

Commonly, millennials are not loyal to organizations, but millennials are loyal to the job (Aruna & Anitha, 2015). Organizations will lose the best employees if the organization does not take responsible actions when attempting to retain them. Porter (2015) conducted a quantitative correlational study to determine the relationship between employee commitment and transformational leadership style. Porter's results revealed a statistically significant relationship between employee commitment and transformational leadership. According to Porter, leaders should incorporate practices that reflect the organizational mission, vision, and values.

A study conducted by Aruna and Anitha (2015) indicated millennials are more likely to continue employment with an organization if there is a positive relationship with management and if members of management provide immediate feedback on work practices. Frankel (2016) stated that millennial employees can be committed to their organization if they are valued, treated as an essential part of a team, and honored for their contributions and accomplishments. The study indicated that millennials leave their jobs when they are not treated as individuals and when they are forced to submit to poor leadership methods. The charismatic appeal of transformational is that leadership influences employee job satisfaction and the intent to be loyal to an organization (Trmal, Umami Salwa Ahmad, & Mohamed, 2015).

Mentoring

Mentoring is an impactful and effective management strategy. Implementation of a mentoring program can attract, develop, and retain employees. Incorporation of technology into mentoring is also beneficial. A traditional one-on-one mentoring program involves developing objects for the program, identifying participants, correctly matching mentors and mentees, appropriate training for mentors, and successful reports at the end of the program (Ginrod, 2016). The mentor provides the career and psychosocial support needed to speed the process of development in a specific career, job, or organization (Humberd & Rouse, 2016). According to Grindrod (2016), the top 500 businesses in the world will lose many executives to retirement. Therefore, it is necessary that a mentorship program is implemented to prepare future business leaders consistently. The increasing number of millennials in the workforce will also increase the use of technology in the workplace. Technological methods of mentoring can be beneficial.

A mentoring program improves leadership skills and increases loyalty to an organization. Hernandez, Poole Jr., and Grys (2018) stated millennial employee turnover rate could decrease when there is mentorship, thus a reduction in gaps in staffing and increased team productivity. Trust in leadership and understanding of a shared vision is developed through mentorship (Hernandez et al., 2018). The need for mentorship does not stop at lower-level employees. Leaders and managers can benefit from a mentor while attempting to improve their management skills, productivity, and experiences of those they lead. Findings indicated leaders can make an organization successful but have

the potential to ruin commendable employees if the leadership skills are insufficient. A mentorship program can help identify areas that need to be improved and design a plan for enhancing issues (Meyer, 2017).

Mentoring is a relationship between an experienced and less experienced individual that assists the less skilled individual with gaining knowledge of the skills and knowledge necessary to perform a specific task or job. Mentors assist with building perceptions of organizational support and affective commitment (Naim & Lenka, 2017). Mentoring is a component of the internship. Montague and Violette's (2017) research indicated 95% of participants in mentoring programs improve understanding of job expectations. Furthermore, 91% of the interns who participated in the study stated that all questions they asked mentors were respected and sufficiently answered. Millennial accounting students prefer professional guidance and interactions.

Communication

Communication is the modality through which information and meanings are conveyed from one individual to another. When communicating, there is a process of sending and receiving messages. All actors involved with communication should listen, process, and understand the messages being sent and received (Cornelissen, Durand, Fiss, Lammers, & Vaara, 2015). Laposi, Dan, and Filip (2015) stated communication is a continual process that allows participants to share thoughts, feelings, and ideas that must be understood by all participants to be effective. The proper understanding of communicated messages includes being aware of verbal, nonverbal, and written or typed

information. Situations such as culture, distance, and attitudes also need to be understood by all parties participating in the communication process.

Communication barriers. Communication barriers can impede the understanding of messages sent and received during the communication process. The barrier can be internal or external. The environment or linguistic distractions cause external communication barriers. Internal communication barriers include failure to listen, inattentiveness, beliefs that the conversation is not important, and attempting to respond before the partner in the communicative relationship is finished delivering a message (Lapsoi et al., 2015). Internal communication barriers can lead to organizational catastrophes. Employee trust in leadership is damaged when there are internal communication barriers. An employee who is engrossed in an internal communication failure may feel dissatisfied and uninformed. The employee perceives they are not a part of the team and does not feel the need to express any thoughts or ideas (Zaumane, 2016).

Leadership and communication. Communication serves as a vehicle for leaders to inform employees of expectations, how to perform the job duties and to make employees aware of their work performance. Leadership communication is a daunting task that includes developing relationships with employees while supporting and conveying the organizational mission (Valentina & Gilmeanu, 2016). A leader can transformatively support and initiate communication as an agent of change. Valentina and Gilmeanu (2016) stated effective communication strategies leaders must employ include

creating a supportive environment, increase employee trust, practice active listening, avoid making presumptive assessments, and select the best communication method.

Transformational leadership and communication. The ability to affect and inspire employees are characteristics of transformational leaders. Miftari (2018) stated effective communication is connected to emotional intelligence, which is a characteristic of transformational leaders. Emotionally intelligent leaders can perform self-evaluations and evaluate others to determine the most effective methods of communication. Communication is challenging for leaders who do not practice transformational leadership strategies. Phong Le et al. (2016) conducted a study to determine the relationship between transformational leadership and sharing knowledge. The researchers determined practicing transformational leadership improves communication and sharing knowledge by promoting positive psychological relationships between leaders and their employees.

Communicating with millennials. Technology is significant to the millennial communication style. Face-to-face interaction with this generation is still necessary and aids with understanding information. Management must be aware of various communication styles and how to adapt to each method. When communicating, people must be respectful of other's communication styles. Mutually satisfying interactions with millennials occur when there is a proper adaptation to communication style (Hollingsworth, 2018).

Interpersonal communication has evolved to include the use of digital technology. While the baby boomer generation mainly used face-to-face communication methods, millennials are the first generation that uses interactive digital communication methods in addition to traditional communication methods. Digital communication modalities include text messaging, the internet, mobile devices, e-mails, and social media tools (Venter, 2017). Millennials use digital communication methods for work, leisure, and education.

Millennials are often referred to as the digital generation because the cohort has been exposed and used digital technology throughout their lives. Structures of the millennial generation's brains are altered due to the increased use and exposure of digital technology. A millennial can process information and think differently than past generations (Venter, 2017). Digital technology has led millennials to requiring information instantaneously. Venter (2017) identified six characteristics of millennials' communication style. The generation requires instant, enjoyable, supportive, expressive, reactive, and adaptable communication methods. To effectively communicate with millennials, it is important to be open-minded and respectful of millennial's communication style. Embracing the use of technology will also enhance communication with the millennial generation. According to Venter (2017), millennials can also aid with effective communication by being accepting of older communication methods and by assisting older generations with newer communication methods.

Millennials

As of 2015, millennials are the largest living generation (Regan, 2017). Miglia (2018) stated millennials will be the most popular cohort by 2019. The millennial generation is those born between 1980 to 2000 (BLS, 2015). Millennials may also be referred to as Generation Y. Research illustrated there are approximately 83.1 million millennials, and this comprises one-fourth of the nation's population. In 2016, 38% of male millennials and 46% of female millennials earned a bachelor's degree or higher (Hoffman, 2018).

Characteristics. Millennials' values and attitudes are distinct and can change the workplace. The generation has high self-esteem and does not dwell on social approval. Millennials are less likely to perform a workplace task perceived to be unethical. Public displays of unethical behavior such as offensive advertisements and inappropriate disposal of hazardous waste are considered inadequate to millennials because it is a general disregard of ethical principles (Culiberg & Mihelic, 2016). Millennials tend to be socially distrustful of others (Cutler, 2015).

Aruna and Anitha (2015) indicated that millennials seek immediate gratification, are intelligent and open-minded. The millennial generation can use technology with ease and speed, and their technical abilities improve organizational efficiency. According to Weber (2017), millennials are more self-focused than managers of previous generations, and there is a connection between individual behavior and personal values. Millennials are comfortable in a world of transparency and are willing to participate in large projects.

Innovation and social media connections are more important to the millennial generation than managers of previous generations. Interpersonal relationships are not as strong because of social media (Weber, 2017). The sense of belonging motivates millennials. Millennials prefer to collaborate, perform important duties, and work with groups. Predictable benefits such as salary or insurance are not most important to millennials. The generation is well-educated, has difficulty making decisions and communicating, and focuses on individual needs rather than organizational goals (Calk & Patrick, 2017).

Stereotypes. Previous generations believe that millennials do not understand how to dress or behave in a professional setting. Another myth is that millennials are not loyal (Wotapka, 2017). Thompson and Gregory (2014) identified that managers view the growing number of millennial employees entering the workforce as needy, unfaithful, and privileged. Millennials may be considered lazy, narcissistic, creative, and agents of social change (Miglia, 2018). Kilber, Barclay, and Ohmer (2014) revealed the stereotyped characteristics of Generation Y, which includes impatient, self-centered, and unable to focus on a task for an extended period.

Employment needs. Millennials as a group tend to value work-life balance, training, mentorship, communication, decreased bureaucracy, and work successes. The generation is willing to work and has a strong work ethic (Winter & Jackson, 2016). Another area of importance to millennial employees is the ability to improve work processes and procedures (Winter & Jackson, 2016). Hoffman (2018) indicated businesses should allow flexible work hours, modern technology, and work from home

opportunities to attract and retain millennial employees. Millennials are a generation willing to turn down high paying jobs to work for an organization that will consider their interests. Most millennial employees change jobs in 4 years or less. Pension and job stability do not motivate millennial employees (Harrison, Mercier, Pika, & Chopra, 2017). Millennials who had a positive perception of the employer have exceptional work ethic. Millennial employees expect appropriate rewards, training and development, and personal career development. Employer's failure to meet millennial needs results in decreased employee commitment, performance, and willingness to stay. The generation needs a supportive work environment, structure, and work-life balance (Tsun-Lok, 2016). Community investment attracts and increases millennial employee retention. The open-minded generation reveres social values, diversity, tolerance, and inclusivity. The key factor to attracting millennials is advocating for inclusivity in communities (Regan, 2017).

Autonomy. Workplace autonomy is the flexibility that employees have when deciding work practices, schedules, and the standards that are required to accomplish a task or duty. An autonomous employee can control how and when work tasks are achieved while meeting determined scheduling targets. Millennials covet freedom and flexibility (Forastero, Sjabadhyni, & Mustika, 2018). Autonomous millennial employees have a sense of meaningfulness and have a heightened level of responsibility that makes the employee feel appreciated. Forastero et al. (2018) conducted research that revealed

millennial employees who can work autonomously are more productive, have increased energy when performing tasks, and have an improved psychological state when working.

Work-life balance. Work-life balance allows employees to meet the demands of the employer without interfering with life's demands outside of work. The benefit of work-life balance is used by organizations to attract potential employees. Organizations that embrace employee work-life balance are flexible with child-related issues, scheduling, psychological needs, and care of the aging individual (Firfiray & Mayo, 2017). Firfiray et al. (2017) stated millennials have increased desires for work-life balance because of observations of loved ones in previous generations working in circumstances that did not allow flexibility at work. The baby boomer generation faced long working hours, layoffs, and increased divorce rates because of work constraints. The millennial generation values enjoying life more than working for enjoyment. Organizational and personal values that align attract and retain millennial employees. Findings by Firfiray et al. (2017) suggested organizations that emphasize the importance of work-life balance impact stakeholder perceptions and ignite beneficial repercussions for the organization.

Diversity and inclusion. Millennial perspectives of diversity and inclusion are altering the way organizations attract and retain employment candidates. Economic development will be impacted by the large influx of millennial employees who embrace social equality and diversity (Regan, 2017). An inclusive organization embraces the idea that all people should not only be tolerated, but all the perspectives and ideas of others

should be valued (Fairfield, 2018). The millennial generation is defined by its social beliefs in topics such as same sex-marriage, gender equality, and immigration. Social policies and economic development will be reflective of millennials' perspectives on diversity and inclusion. Regan (2017) noted North Carolina faced an economic loss of \$630 million because of laws developed that impacted certain gender and sexuality preferences were not reflective of millennials' diversity and inclusion perspectives.

Social responsibility. Millennials value organizations that are sensitive to social and ethical issues. Klimkiewicz and Oltra (2017) researched to determine the association between millennials' perspective of corporate social responsibility and the attractiveness of a potential employer. Millennials believe an organization's social and ethical efforts must be genuine. A millennial job seeker may reject a job offer from an organization that does not demonstrate a satisfactory approach toward social responsibility. Millennial consumer's view of corporate social responsibility has an economic impact. According to Anderson, Dahlquist, and Garver (2018), millennials will pay 25% more for a good or service offered by a socially responsible organization than they will pay to a counterpart that does not exhibit socially responsible initiatives.

Leadership needs. Developing quality relationships and mentoring are forms of communication that millennials require. Millennials can be empowered by allowing them to be active participants in change (Harrison et al., 2017). Millennials prefer approachable managers who proactively communicate the future of the organization, organizational needs, and advancement possibilities. A Gallup poll implied 60% of

millennials will quit their job if they do not feel engaged (Hoffman, 2018). Active engagement with millennial skills and vision within professional settings can lead to a transformational change in the workplace. Future opportunities in the workplace will come from incorporating millennial influence into organizational strategic plans, brand messaging, and stakeholder connections (Maiers, 2017).

Financial Industry

The finance sector is composed of organizations that have interests in financial transactions. Authorities responsible for monitoring monetary transactions are also included in this sector. Financial transactions include development, liquidation, and altering ownership of financial resources. Promotion of financial transactions is also a function of the finance sector (BLS, 2018a).

The demographics of workers in the financial industry are shifting. The BLS (2018b) provided projections for occupations that will experience the most job growth between the years 2016 and 2026, which includes workers in the financial industry such as financial managers, accountants, and auditors. The number of financial managers in the workforce will increase by 18.7% by 2026, thus contributing to being identified as one of the fastest growing occupational groups in the United States (BLS, 2018b).

Employees in the financial management industry are responsible for addressing fiscal information, making financial decisions, and reporting information using analytical tools. Attaining and maintaining individuals with financial management expertise and advanced technical skill is challenging (Neiberline, Simanoff, Lewis, & Steinhoff, 2015).

According to Cutler (2015), millennials have distrust in the financial service industry because of poor actions in the industry. Ferguson and Morton-Huddleston (2016) revealed that millennials find working in the financial industry satisfying when an organizational culture is appropriate, there is an opportunity for growth, and leaders are empowering. Olcer (2015) revealed that managers in the banking industry can improve millennial retention if transformational leadership style is implemented.

Transformational Leadership Theory and Financial Performance

Application of transformational leadership theory to leadership strategies causes the employees to be excited about work, inspires emotions, and improves performance. Return on equity profits is the measurement of earnings obtained by an organization during a period determined by the organization's net worth. Tran (2017) determined the impact of leadership style on financial performance. Transformational leaders focus on motivating employees rather than enticing them with monetary benefits. Study findings indicated an increased return on equity when transformational leadership strategies are implemented.

Employee Engagement in the Finance Industry

Transformational leadership strategies are the facilitator of employee engagement and heightened productivity. An engaged employee in the finance industry is a catalyst for profitability and productivity. Engaged employees are reliable and are a crucial component of organizational sustainability (Mozammel & Haan, 2016). Mozammel and Haan (2016) conducted a quantitative study to determine the connection between

transformational leadership and employee engagement in the financial sector. It was determined that the transformational leadership style could increase employee engagement in the finance industry, and the leadership style is one of the best strategies for facilitating employee engagement.

Transition

In Section 1, I provided the foundation and background of the problem I identified. I identified the research question I asked when interviewing participants, and I established the conceptual framework for this study. My assumptions, limitations, and delimitations associated with this study were identified. The significance of the study and potential contributions to business practice and societal implications of change were identified.

Also, I conducted an exhaustive review of the literature related to the problem I identified. As the number of millennials in the workforce continues to reach its peak, business managers in the financial industry must incorporate strategies to meet the management needs of millennial employees to encourage their creativity and organizational commitment. Millennials highly regard diversity, inclusion, culture, economic assimilation, and communication (Weber, 2017). Transformational leadership theory has a foundation of selflessly meeting the needs of others through inspiration and may be incorporated by managers in the financial management industry to improve organizational financial performance, increase employee productivity, enhance

communication, and establish successful relationships between managers and their employees (Zhu et al., 2015).

Section 2 included explanations of the processes and procedures I used to complete this single case study. In Section 2, the role of the researcher, population and sampling method, research method and design, and the importance of ethical research are discussed. The thorough explanations of the components of Section 2 illustrate how my data collection and analysis techniques established the reliability and validity of my findings.

Section 3 includes the findings associated with this study and how the findings can be applied to business practice. In Section 3, there is an explanation of how the findings have the potential to impact social change. Section 3 ends with recommendations for future research and my reflections on the findings in this study.

Section 2: The Project

Identifying the leadership strategies managers in the financial industry need to promote successful millennial employees can improve the financial sector, positively impact society, and meet millennial employment desires. While providing a detailed explanation of the research methodology and design applied to this study, a description of the population, sampling methods, ethical considerations, data collection instruments, and techniques are provided. Additionally, a thorough explanation of data analysis measures and the reliability and validity of the study are addressed. When conducting research, it is essential to provide the details of the project to aid with replication efforts and enhance the reader's understanding of the study.

Purpose Statement

The purpose of this qualitative single case study was to explore strategies managers in the financial management industry use to harness the creativity and commitment of millennials to improve profitability. To identify successful strategies for the financial management industry, the target population for this study was 10 managers in the financial management industry who oversee the creativity and commitment of millennials in the southern United States. The results of this study might contribute to social change by accentuating the leadership strategies that provide managers in the financial industry with awareness of millennial leadership requirements, therefore supporting millennial employees to incorporate their innovative capabilities to build strong, thriving communities.

Role of the Researcher

In my role as the researcher, I conducted research that enabled me to obtain information about strategies managers in the financial management industry need to cultivate millennial employee creativity and commitment. Novice researchers may experience self-doubt which ideally leads to a transformative experience and improved understanding of the role of a researcher (Kerdeman, 2015). I immersed myself into the role of the researcher by upholding research standards and implementing methods to ensure the reliability and validity of my findings. Qualitative researchers develop structured designs that increase the value of the research (van den Berg & Struwig, 2017). To avoid bias in my data collection, I followed an interview protocol and asked predetermined questions to guide the interview (see Appendix A). While conducting interviews of managers in the finance industry, I asked questions that identified social phenomena, individual experiences, and the meanings that may contribute to the discovery of management strategies that encourage millennial employee innovation and commitment.

Pannucci and Wilkins (2011) stated bias is any propensity that hinders unprejudiced deliberation of a question. Having bias in various phases of research is possible. It is known that bias is invariably present in all forms of research, but it is up to the researcher to disclose how any elements of bias may impact a study (Pannucci & Wilkins, 2011). I do not have any experience as a financial manager, but I do manage millennial employees, provide training sessions about organizational policies and

procedures to all employees of the organization, and I am considered a part of the millennial generation. In other words, I am a millennial, a manager, and I encounter millennial employees in a finance department; thus it was imperative that I followed research standards and protocol throughout all phases of my study to ensure I did not project any personal opinions. I obtained data from financial management industry managers by conducting semistructured interviews. The process of obtaining valid and reliable research consists of implementing techniques to achieve credible and transferable findings. To accurately follow interview protocol, I carefully developed and sequenced my interview questions to connect the questions to the purpose of my research, guide the interview, and obtain in-depth answers about the phenomenon being explored (Palinkas et al., 2016). A researcher who uses a qualitative approach toward management research is aware the focus of the study includes the nature and structure of management strategies and procedures that impact the organization (van den Berg & Struwig, 2017).

The potential for bias or conflict of interest in research is normal. Mecca et al. (2015) stated inappropriate actions during any phase of research may negatively influence data analysis and dissemination of results. Research validity and reliability comprises of truthfulness, legitimacy, and correctness of data. I ensured data integrity by (a) developing research questions that can be empirically investigated, (b) linking research to an appropriate theory, (c) incorporating research methods that direct exploration of the research questions, (d) providing reasoning for methods, (e) ensuring research methods can be replicated and generalized, and (f) disseminating research

methods and findings to encourage peer-review and critique (Mecca et al., 2015). I demonstrated ethical behavior to refrain from bias and incorporation of personal perspectives, upheld the integrity of my findings, and protected the rights of the research participants.

Before interviewing the participants, I meticulously explained the details of my research and verified that the participants understood the purpose of the research and their part in the research process. I also developed rapport with the participants. I engaged in ethical practices to govern potential ethical issues. Ethical research involves being cognizant of others and omitting self-interest and personal needs (Zhang, 2017). The Belmont Report is influential in ensuring research is conducted responsibly by ensuring respect, beneficence, and just treatment of all research participants (Kowalski, Hutchinson, & Mrdjenovich, 2017). I completed the National Institutes of Health online research training before implementing interactions with participants and upheld ethical behavior when conducting my research by respecting the participants and exhibiting kindness and truthfulness.

Participants

The participants in this study included two managers in the financial management industry that are responsible for overseeing financial matters at an organization located in southern United States. Organizations that offer college graduates positions to prepare the graduates for management roles will be selected for this study. The targeted participant managers manage 500 employees, and 200 of the employees are millennials. Each of the

targeted participants has effectively implemented strategies to harness the creativity and commitment of millennial employees. The participating individuals have 18 years of experience working in a management role with duties that include making financial decisions and monitoring fiscal information. Job titles of the participants include Corporate Controller and Director of Finance. My goal was to obtain data from finance industry managers who work with millennials daily. Obtaining a sample of research participants who are representative of the aim of the research is an imperative component of ensuring the validity of findings (Vogel, 2017). I chose the participants because of their encounters with millennials and their capability of providing information about strategies that are in use to facilitate millennial employee innovation and commitment.

An email was sent to potential participants informing them of the purpose of the research, eligibility criteria, and background of myself as researcher to gain access to participants for this study. Major, Streets, Myers, and Green (2016) suggested researchers can make potential participants aware of the purpose of the research and recruitment requirements by advertising with flyers, in-person, or via online communication. Kaba and Beran (2014) stated communicating with participants via email or in person is reliable, and the magnitude of personal contact cannot be undervalued. Potential participants are influenced by the researcher's approach toward recruiting (Gyure et al., 2014).

Recruitment etiquette includes maintaining a tone of respect and awareness of potential participant's needs and values (Kaba & Beran, 2014). I used my experience

with being a management trainee as leverage to build rapport and create a working relationship with the participants. To maintain rapport and a healthy working relationship with the participants, I provided participants with details and occurrences that may necessitate their consideration by informing them of the progress of the study, explaining my method of data storage and when and how data will be destroyed, and shared how my results will be disseminated.

An effective working relationship promotes goal attainment (Eklund, Erlandsson, & Wästberg, 2015). I established a working relationship with the participants by concisely explaining my study and the interview process. Also, I provided the participants with information about my background and obtained background information about each participant. Eklund et al. (2015) stated working relationships are built on trust, confidence in the parties involved in the working relationship, and understanding the intentions of relationships.

Research Method and Design

Research methodology is the procedures implemented to conduct research. Research is initiated by developing a philosophy, selecting a methodology, and choosing techniques and procedures to conduct the study (Gog, 2015). Research is a systematic approach to investigating an issue and answering a research question (Davis, 2015).

Research Method

According to Willan (2016), a researcher's selection of design and methodology should reflect their worldview and be used to gain knowledge on a particular area of

research. I selected the qualitative methodology because qualitative research is conducted to explain or answer questions about a phenomenon, social process, or culture.

Qualitative research is described as research that incorporates the use of observation, interview, and document evaluations. Application of qualitative research methodology allows discovery and exploration (Arseven, 2018). I interviewed and obtained data from managers in the finance industry that has experience with managing millennial employees. Qualitative data is collected and analyzed to determine the participant's perspective on the issue being investigated (Astroth, 2018). After obtaining data about the strategies the managers use to harness millennial creativity and commitment, I have a better understanding of the phenomena and can disseminate my findings. Qualitative data is useful because the researcher can examine current thoughts, words, and visual displays of data. The data obtained from qualitative research methods can be synthesized to determine specific patterns and insights. Qualitative data incorporates a natural approach for obtaining inductive and interpretive data on participant's perceptions of real-life occurrences. Social experiences can provide insight into various concepts and theories associated with specific situations (Saracho, 2017). Application of qualitative data improves critical thinking and advances scholarship (Bansal, Smith, & Vaara, 2018).

Quantitative methodology is not appropriate for this study because I do not intend to quantify my findings by testing a hypothesis. Quantitative methodology numerically measures attitudes and behaviors and identifies trends. Application of quantitative methodology does not allow a researcher to discover why a participant thinks, acts, or

feels a certain way (Goertzen, 2017). I aimed to explore why managers in the finance industry can manage millennial employees successfully. Goertzen (2017) proposed quantitative methodology can be used to identify trends in groups or sets of data rather than determine what motivates certain behaviors. Mixed-methods research includes aspects of qualitative and quantitative methodology. Application of the mixed-methods approach is useful for a researcher who wants to obtain a deeper and broader understanding of a phenomenon (Venkatesh, Brown, & Sullivan, 2016). I did not intend to analyze any numerical data; therefore, mixed-methods research was not appropriate for my study.

Research Design

The research design selected for this research was a single case study design. Advantages of a single case study are identifying why and how a phenomenon occurs, and it ignites an in-depth understanding of the root of a phenomenon (Raeburn, Schmied, Hungerford, & Cleary, 2015). A single case study design was the best choice for my research because it allowed me to explore unique phenomena such as the strategies managers in the finance industry use to enrich millennials' creative capabilities and commitment. Raeburn et al. (2015) also proposed case study research allows exploration of cultural experiences and the development of innovative approaches toward a phenomenon. Single case studies are also useful for those who have a limited amount of time to conduct research, limited access to research, and students who are conducting a higher education research project (Raeburn et al., 2015). I had a limited amount of time to

conduct my doctoral research project. Many fields gain holistic and real-world perspectives from case study research. Qualitative case studies are increasing in the business field, and relevant to practice focused theories (Gog, 2015). I obtained holistic perspectives about millennial management strategies from my study participants.

According to Faulkner and Trotter (2017), data saturation is achieved when a researcher can no longer discover any new information while they're analyzing data. Data analysis findings become redundant when data saturation is achieved, and a researcher may stop collecting data. The robustness of findings associated with case study design is strengthened because case study design aids with corroborating findings and uncovering replicable theoretical perspectives (Vohra, 2014). A researcher can confidently identify that additional data collection will provide comparable results and corroborate similar themes and outcomes when data saturation attained (Faulkner & Trotter, 2017). I ensured data saturation was attained by identifying redundant themes and information obtained from all sources of data.

A phenomenological design is not appropriate for this study because it focuses on lived experiences, feelings, and reactions to certain circumstances (Hanna, Wilkinson, & Givens, 2017). I did not explore the feelings and experiences associated with managing millennials. An exploration of why and how managers use specific strategies managers to manage millennials was the reason for my study. Ethnography is another research design, and was not appropriate for this study. The ethnographic design is about people and cultures. An ethnographic researcher immerses themselves into the culture being

explored and observes (Ottrey, Jong, & Porter, 2018). I interviewed participants to obtain data and did not immerse myself into the role of the participants in obtaining data.

Population and Sampling

Target populations in this study were managers in the financial management industry who oversee the creativity and commitment of millennials. The sample in this single case study was two managers in the financial management industry who oversee the creativity and commitment of millennials in southern United States. Each manager has implemented strategies to induce millennial creativity and commitment. A sample is a limited number of participants selected from the target population (Martinez-Mesa, Gonzalez-Chica, Duquia, Bonamigo, & Bastos, 2016). According to Martinez-Mesa et al. (2016), most studies use samples that do not always represent a target population, and data obtained from a sample provides researchers with information for determining conclusions about the target population with a valid level of confidence. The participants for this study were appropriate because this study explored how managers use strategies to cultivate creativity and commitment in their millennial employees. Collecting data is an integral component of research that aids with understanding a theoretical framework (Etikan, Musa, & Alkassim, 2016). I obtained data from managers of millennials in the finance industry by conducting interviews.

Data saturation is the point in research when no additional themes emerge from data collection (Saunders et al., 2017). Analytical generalizations are derived from qualitative case studies, and replicable findings contribute to external validity by

confirming or dismaying results from other research (Vohra, 2014). The sample of participants selected to participate in research contributes to the attainment of data saturation by providing data that uncovers underlying themes and theoretical perspectives. When data saturation is accomplished, the researcher does not need to collect any additional data (Saunders et al., 2017). I assured data saturation by selecting a population and implementing a sampling method that supplied rich data related to my research question.

Selecting the method of sampling and from whom the data will be collected from is a paramount task for researchers (Etikan et al., 2016). Purposive sampling technique is a nonrandom method of selecting participants who are willing to supply data (Etikan et al., 2016). The use of the purposive sampling technique in qualitative research is commonly used to identify study participants who are experienced and knowledgeable of a phenomenon of interest. I used the purposive sampling technique because a specific number of participants was not required because availability, willingness to participate, knowledge, experience, and communication skills are most important. Typically, purposive sampling participants are reflective, well-spoken, and vivid communicators (Etikan et al., 2016).

There are various types of purposive sampling methods. For this qualitative single case study, I incorporated census sampling. A census supplies comprehensive information on many elements of a population. A large population is not required for a census. Use of questionnaires or interviews is appropriate for census data collection

(Australian Bureau of Statistics, 2018). I obtained a census sample of managers who work in the finance department of the organization where I conducted my study, which yielded two participants. Each participant has experiences with managing millennials in the financial sector of the processing division at the research site and successful implementation of strategies that yield creative and committed millennials. The Australian Bureau of Statistics (2018) indicated a census provides an accurate measure of the population, supplies benchmark data for future research, and provides details about subpopulations.

Ethical Research

Ethical research practices involve refraining from including self-interests into research practices by focusing on the interests of the research subjects. Maintaining ethical standards requires researchers to be concerned about others and to comply with standards to ensure morality is embraced (Zhang, 2017). Ethical standards should be maintained throughout the research process. When conducting research, there should be no falsification of information, plagiarism, issues with anonymity or confidentiality, or improper storage of data. Researchers who practice ethics properly keep participant information confidential, obtain informed consent, and implement ethical recruiting practices.

The National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research published the Belmont Report to establish basic ethical principles that should be the foundation of research methods (Adashi, Walters, &

Menikoff, 2018). Adashi et al. (2018) stated the three fundamental principles of ethical research identified in the Belmont Report are respect for persons, beneficence, and justice. When exhibiting respect for a person, a researcher can recognize autonomy and protect those who are not able to exhibit autonomy (Adashi et al., 2018). To uphold the respect of person standard, informed consent was provided to each study participant. The informed consent provided written details about the study, researcher, voluntariness of participation, and the procedure for withdrawing from the study. Participants were provided with the researcher's contact information and informed that withdrawal from the study was permissible at any time without penalty. Upon completion of data analysis, participants were provided with the results of the study. Gillies, Duthie, Cotton, and Campbell (2018) stated an exceptional informed consent can be used to determine if the possible participants understand what will be involved with their participation.

Data collection in qualitative research is no exception to ethics because participant well-being is important during the data collection process (Kara & Pickering, 2017). The second fundamental ethical principle identified in the Belmont Report is beneficence. The concept of beneficence involves the ethical obligation to ensure protection from harm and to reduce the risks of participation while maximizing the potential benefits (Adashi et al., 2018). Because this was a qualitative single case study and interviews were conducted to obtain data, confidentiality rather than anonymity was maintained by only sharing data with the project chairperson and not including any identifying data in the dissemination of results. A coding system was used to protect the

names of each participant and the organization. Participants were identified with a participant number such as Participant 1. The participant number was assigned based on the sequence of the participant interview. The organization was identified as Organization 1. All data obtained from study participants is stored on a personal password-protected computer for 5 years and permanently destroyed after 5 years.

Beneficence was also maintained by obtaining approval from Walden University's Institutional Review Board (IRB). An IRB is a committee that approves, looks after, and upholds ethical standards for human research participants. Obtaining approval from an IRB requires minimal risk to participants, any potential risks must be reasonable in respect to potential benefits, the selection of participants in unbiased, and informed consent is provided, voluntary, and correctly documented (Blackwood et al., 2015). IRB approval was obtained, and the IRB approval number is 10-23-19-0729927. I completed the Collaborative Institutional Training Initiative (CITI) training.

Justice is the final fundamental ethical principle identified in the Belmont Report. Upholding justice of research participants requires fair selection of participants. Participant selection should be unbiased and inclusive (Adashi et al., 2018). I upheld justice by allowing all eligible subjects to participate in the study if eligibility criteria was met despite and social or economic differences. Eligibility criteria for this study did not include any unfair or bias qualifications.

Data Collection Instruments

In qualitative research, the researcher is a fundamental instrument for data collection. Researchers who serve as a data collection instrument collect specific details about what contributes to a research problem (Saracho, 2017). In the role of a data collection instrument, I gathered information from managers in the finance industry to obtain an understanding of their experiences with millennials.

I served as the data collection instrument in this study because I obtained detailed data from my sample by conducting semistructured interviews (see Appendix B). The semistructured interview questions I developed consist of seven open-ended questions to obtain data about strategies managers in the finance industry use to harness the creativity and commitment of millennial employees (see Appendix C). Mselle, Hohi, and Dol (2018) stated a semistructured interview allows a researcher to focus on participant's perceptions and experiences by asking open-ended questions. The use of open-ended questions allows a researcher to be flexible and probe issues related to the topic of study. Also, I collected data about millennial organizational commitment by reviewing documents provided by the organization. Bozbayindir and Eken (2018) stated the reliability of qualitative research can be determined by obtaining irrefutable supplementary information.

I used an audio digital recording device to record the interviews to aid with the quality of my data collection. To decrease distractions from phone calls and other employees during the interviews, I used conference rooms at the organization when

conducting the interviews. I interviewed each participant individually and observed nonverbal communication cues. Nonverbal reactions and responses to the interview questions were documented in my observation notes. Bozbayindir and Eken (2018) also mentioned the selection of a suitable interview location, comprehensive data collection, and objectively reflecting on interview data ensure reliability.

Another method I implemented to ensure the quality of my data collection effort is member checking. I evaluated the data obtained from my interviews and organizational data to establish the alignment of all forms of data. Member checking is a critical method of solidifying credibility. Member checking can identify if there are any alterations in interpreting or misrepresentations of data between the researcher and participant (Varpio, Ajjawi, Monrouxe, O'Brien, & Rees, 2017).

Data Collection Technique

The primary data collection technique for this study is face-to-face semistructured interviews. Wienclaw (2018) proposed an advantage of conducting interviews is that it allows the interviewer to guide the conversation while purposefully gathering information about a distinct topic. An advantage of asking open-ended probing questions during an interview is that it can help the researcher obtain additional information about a topic that may not be generated by responses to a questionnaire. Young et al. (2018) argued interviews allow flexibility, which contributes to an extensive collection of data from small samples. The depth and broadness of information increases with interview data

collection techniques (Wienclaw, 2018). I developed an interview protocol that I followed to assist with obtaining data from my participants (see Appendix A).

There are disadvantages associated with using interviews as a data collection technique. According to Young et al. (2018), there is the possibility that the participants may not supply the data that is needed to answer the research question. The authors also suggested that it might be difficult to make generalizations about the data that is obtained. There is the potential for collecting too much information from an interview, and it will cause difficulty analyzing data. Additional disadvantages of interviews include difficulty recruiting participants when examining sensitive issues, the time involved with conducting an interview and establishing an ethical rapport with the participants (Young et al., 2018).

A secondary source of data was documents obtained from the organization on the creativity and commitment of millennial employees. The information obtained from both sources of data was compared. Varpio et al. (2017) declared data triangulation aids with improving a study's rigour and the depth of research findings by incorporating more than one method of data collection related to the same phenomena. To ensure my interview data is properly interpreted, I used member checking to authenticate the accuracy of my summation of interview responses. Participants had an opportunity to check for any misinterpretation of the responses and to ensure that I captured each participant's response to the interview questions correctly. Methodological triangulation was used on the data collected in the interviews and organization documents.

Data Organization Technique

The data I obtained from the participants in this study was organized with NVivo version 11. NVivo is a platform designed for qualitative data storage and organization. Use of qualitative data analysis software aids with data analysis measures and reporting data findings (Paulus, Woods, Atkins, & Macklin, 2017). All of my digital audio recordings, observations notes, and any written documentation obtained during the interviews were entered into NVivo upon the interview's completion. I replaced any identifying participant information with a code to avoid using their name in NVivo. A list of codes that link to the participant's identity is stored on my password-protected computer in a separate file. Each participant received a participant number based on the sequence of the interview schedule. The first participant was identified as Participant 1, and the number sequence continued for all participants. Any written documentation did not require a special code because written documentation was labeled with the participant number of the interviewee. Any identifying information on the documents was redacted before uploading the information into NVivo.

The electronic data is stored on my personal password-protected computer for 5 years. All of the electronic data I stored will be permanently deleted from my computer at the end of the designated data storage time. Any paper sources of data is stored and locked in my personal file cabinet. Paper data sources are stored for 5 years and will be shredded at the end of the designated data storage period.

Data Analysis

The process of data analysis in qualitative research is imperative to properly executing the qualitative research procedure (Raskind et al., 2019). Raskind et al. (2019) also determined data analysis is a rigorous process that highlights intricate human behaviors, lived experiences, and insights into interventions for specific issues. The process I incorporated into my data analysis procedure included becoming familiar with the data I obtained through the interview process by reading the transcripts of the audio recordings. Also, I reviewed my observation notes of facial expressions, gestures, paralinguistics, and body language I observe during the interviews. I identified themes by using an inductive approach to identify and interpret patterns and commonalities in my data. Cruz and Tania (2017) stated qualitative data analysis is an inductive process that is done to make generalizations about data rather than a deductive process.

I developed codes based on patterns and generalizable data to classify processes, strategies, and unique experiences associated with the manager's involvement with millennials' creativity and commitment in the workplace. Henry, Carnochan, and Austin (2014) postulated code-based case study data analysis guarantees data accuracy and consistency. All of the recorded data and observations I obtained during the interviews were thematically organized using NVivo software. Mabuza, Govender, Ogunbajo, and Mash (2014) suggested when researchers incorporate the steps of reviewing notes and recorded data, data coding, thematic interpretation and organization of findings, the confirmation of findings is easily achieved with data triangulation.

According to Mabuza et al. (2014), data triangulation is the measure used to corroborate the data obtained from various sources such as observations, semistructured interviews, or documentation. Incorporation of data triangulation will yield a holistic perspective of strategies managers in the finance industry use to harness creativity and commitment of millennials (Mabuza et al., 2014). To establish the trustworthiness of my data, I methodologically triangulated the data I obtained by evaluating the transcripts of my audio recordings, organization documents on creativity and commitment, and observation notes to verify my findings from multiple data sources. My observations of gestures, physical, and paralinguistic cues augmented my interviews by allowing me to obtain data that the participants may not be able to express verbally. Obtaining observation data is ideal for gleaning and quantifying externalized behaviors associated with a topic of study and provides insight into behaviors that are indicative of participant skills, performance, and effectiveness (Adamson & Wachsmuth, 2014). Fusch and Ness (2015) stated methodological triangulation provides rich data by gleaning data from multiple sources. The triangulation of my data assisted me in identifying themes that correlate with my conceptual framework. The transformational leadership theory was the conceptual framework for this study. While methodologically triangulating my data, I was able to identify themes associated with the tenets of my conceptual framework such as (a) idealized influence, (b) individualized consideration, (c) intellectual stimulation, and (d) inspirational motivation by identifying millennial employee descriptions of the

strategies managers use to harness the creativity and commitment when evaluating organization documents.

Reliability and Validity

Qualitative studies are a significant contributor to a variety of phenomena associated with various disciplines (Leung, 2015). There are multiple approaches to assessing the quality of qualitative research. Leung (2015) suggested validity and reliability are highly regarded standards for determining the caliber and uniformity of qualitative research. Assurance of validity and reliability in research boosts transparency and reduces the possibility of bias in qualitative research. An evaluation of reliability and validity allows the researcher to appraise the methods used for data collection and describe the effectiveness of the theoretical relationships that are being explored (Mohajan, 2017).

Reliability

Determination of reliability in research indicated that a study is precise, dependable, trustworthy, and consistent. Achievement of reliability indicated there is no bias and instruments and sources used for data collection are invariably unfailing and can be replicated (Mohajan, 2017). Mohajan (2017) determined that a single observer can apply an objective approach to data collection methods to increase the reliability of the research. In qualitative research, dependability should be established. Like reliability, the establishment of dependability guarantees that the interpretation of findings is supported by the data received from the study participants (Anney, 2014). To establish

dependability, I implemented an interview protocol, conduct member checking, and review the transcripts of my data. Gill, Gill, and Roulet (2018) stated the dependability of data collection and interpretation is strengthened when it is triangulated. Data triangulation exposes the intricacy of social phenomena and produces a vast view of the phenomena (Jentoft & Olson, 2019). Jentoft and Olson (2019) also revealed conducting interviews enhances the quality of data.

Validity

The establishment of validity is achieved by a researcher when the accuracy of the data collection instrument is justifiable for the study of a phenomenon (Douglas & Purzer, 2015). An instrument must measure what it is devised to measure to be considered valid. Qualitative research validity is based on truthful, dependable, and trustworthy data collection and analysis procedures (Mohajan, 2017). To aid with confirmation of research validity, a researcher must be transparent with the methods for collecting and interpreting data (Teusner, 2016). Mohajan (2017) recommended essential components of validity are credibility, conformability, and transferability. Fusch and Ness (2015) stated the correlation between data triangulation and data saturation is that data triangulation assures the establishment of data saturation. I methodologically triangulated my data to reach data saturation. A researcher can triangulate data to ensure the validity of results to achieve data saturation (Fusch & Ness, 2015).

Credibility. The credibility of research is determined by establishing value and plausibility of a phenomenon with study participants (Billot, Rowland, Carnell,

Amundsen, & Evans, 2017). Credible research substantiates participant selection, data collection, and data analysis measures (Mahojan, 2017). A researcher who aims to establish validity collects, interprets, and disseminates data based on information obtained from the study participants and does not distort any of the data (Teusner, 2016). According to Fusch, Fusch, and Ness (2018), data triangulation aids with data saturation by collecting data from multiple sources that assists with alleviating bias.

Confirmability. Confirmability is qualitative research involves the researcher's display of objectivity (Abdalla, Oliveira, Azevedo, & Gonzalez, 2018). Abdalla et al. (2018) argued confirmability is achieved when the researcher ensures the collected data and conclusions ascertained from the data stems from the experiences and thoughts of the participants, and not from the thoughts or opinions of the researcher. Elo et al. (2014) indicated confirmability is the possibility of confirming congruence of data accuracy, context, and applicability by multiple people. Confirmability can be established by triangulating data. Confirmability is also achieved by triangulating data. Data triangulation increases researcher objectivity (Abdalla et al., 2018). Developing an evaluation plan of data collection and analysis methods decrease the potential for data misinterpretation and bias (Teusner, 2014). To ensure the validity and reliability of my study, I addressed credibility and confirmability by incorporating an interview protocol, implemented member checking and transcript review with the participants to ensure my data did distort the participant's perspectives, and triangulated my data.

Transferability. Transferability involves illustrating that research findings are applicable in multiple contexts (Amankwaa, 2016). The transferability of the findings for this study will be left for the reader and future researchers to discover. I provided in-depth descriptions of the details associated with my data collection and analysis methods, interview protocol, and data saturation methods to allow readers and future researchers to determine additional times, places, circumstances, and people who will aid with determining the transferability of my findings (Amankwaa, 2016). Amankwaa (2016) postulated a researcher can provide readers with a written or digital account of research details to allow the reader to identify transferability. Rather than providing one-word descriptions of details such as settings, participants, nonverbal cues from participants, and rapport established with participants, I provided vivid and thick descriptions of events and the measures I implemented to conduct my study so the reader can determine the transferability of my study (Amankwaa, 2016).

Transition and Summary

In Section 2, I explained the purpose of this study and my role as the researcher. Also, I described the study participants, provided an in-depth discussion of my research method and design, and identified my sampling method. I detailed my methods for upholding ethical research practices. The data collection techniques I used include data organization and analysis, which were also described. Section 2 concludes with a discussion of how reliability and validity was achieved. In Section 3, I will present the

findings of my study, connect the findings to professional practice, and identify the implications of social change.

Section 3: Application to Professional Practice and Implications for Change

In this section, an introduction, explanation of research findings, applications to professional practice, and implications for social change are discussed. Also, recommendations for action and further research related to the research topic are identified. The reflections of my experience with the doctoral study process are also shared.

Introduction

The purpose of this qualitative single case study was to explore how managers in the financial management industry harness the creativity and commitment of millennials to improve business profitability. The data were obtained from interviews of two managers, observation of the manager's nonverbal cues during the interviews, and company documentation in the financial management industry. Before the interviews were conducted, both participants received and completed a consent via email. The emailed consent form included an explanation of the purpose of the research, privacy measures, voluntary nature of the study, and identified the risks and benefits of participation. Both managers candidly shared the strategies they use to utilize millennial employee creativity and commitment.

I followed an interview protocol to guide the interview process and to ensure credibility and confirmability of the research (see Appendix A). During the interview, each participant responded to seven open-ended semistructured interview questions (see

Appendix B). The research findings illustrate that millennial creativity and commitment is dependent on independence, feedback, transparency, and a sense of value.

Presentation of the Findings

In attempt to identify the strategies managers use to harness the creativity and commitment of millennial employees in this single case study, I interviewed two managers in the financial management industry and asked seven semistructured interview questions in attempt to answer the overarching research question: How do managers in the financial management industry harness creativity and commitment of millennials to improve business profitability?

The participants were identified as Participant 1 and Participant 2. The data collection method included methodologically triangulating the data obtained during the interviews with organizational documents about millennial creativity and commitment and member checking. I transcribed the audio recorded interview responses and met with each participant again after their responses were transcribed. During the second meeting with each participant, the participant's transcribed responses were reviewed with each participant for accuracy. I used NVivo software for data storage and organization. The summation of the participants' verbal and nonverbal responses and organizational documents resulted in four themes. The themes include: (a) independence, (b) feedback, (c) transparency, and (d) workplace values.

The conceptual framework applied to this qualitative single case study is the transformational leadership theory. Adom, Hussein, and Joe (2018) indicated a

conceptual framework is applied to research to solidify the purpose, direction, and strength of research expeditions. When transformational leadership theory is applied in the workplace, the manager-employee relationship includes enhanced job perceptions, attitudes, behavior, personal significance, increased job effort, and an enhanced sense of belonging (Effelsberg, Solga, & Gurt, 2014). Analysis of the interview data and organizational documents aligned with the application of the transformational leadership theory as the conceptual framework for this study. The four dimensions of transformational leadership include (a) idealized influence, (b) individualized consideration, (c) intellectual stimulation, and (d) inspirational motivation (Ghasabeh, Reaiche, & Soosay, 2015).

Theme 1: Millennial Employee Independence in the Workplace

The influence of millennial workplace independence on business profitability is a recurring theme ascertained from the participants' responses. Rada (2018) indicated business profitability is a fundamental reflection of business efficiency and management processes. A component of the business problem is that managers may not understand the importance of the strategies needed to retain committed and creative millennials to improve business profitability. Both participants conveyed that allowing millennials to make decisions independently improved work performance and business profitability.

Participant 1 stated, "I normally take a step back to let the employee engage in decision making, however I will step back in when necessary to move the project along or veer it into the correct direction for efficiency and profitability." Wood (2019) stated

millennials are accustomed to making their own decisions because as children, millennials were more often provided with options and the ability to make choices about things such as their diet, appearance, and family activities. According to Wood (2019), millennials' ability and desire to make decisions transformed into millennial workplace performance and allows them to demonstrate their innovative capabilities.

Participant 2 conveyed a similar idea and approach to allowing millennial employees to be independent when making workplace decisions. Participant 2 stated:

I always encourage employees to give their input on all projects. If it's not a time-sensitive matter, I give them the chance to showcase their methodology, then compare to see if their method produces better results than mine. If indeed they have the better method, they receive the credit and we implement the new method.

Each participant acknowledged that workplace independence allows millennials display their creative tendencies, which positively impacts business profitability. I reviewed organizational documents about employee work preferences that revealed employees believe they are more productive when they are allowed to work autonomously but will work with teams if it is necessary for the task. Lehtikainen et al. (2018) communicated allowing employees to illustrate their creative abilities can increase business profitability independently. Research conducted by Ramirez, Harrison, and Craven (2018) surmised millennials are more likely to be committed to a business that accepts their work preferences.

Allowing millennials to be independent in the workplace aligns with the conceptual framework of this study. Intellectual stimulation is the dimension of transformational leadership that is achieved when millennials are allowed to display their independence in the workplace. Hesar, Seyed Abbaszadeh, Ghalei, and Ghalavand (2019) mentioned transformational leaders stimulate creativity by providing a platform for freedom of expression and communication. Also, Hesar et al. indicated organizational difficulties and restraints can be overcome with creativity. Exploration of similar studies revealed information that aligned with my findings.

Theme 2: Providing Feedback to Millennial Employees

Based on the findings obtained from organizational documents and interview data, the second theme that emerged was millennials' need for feedback about their work. Črešnar and Jevšena (2019) identified communication and feedback as millennial workplace values. The authors explained that millennials are the future of business success and meeting their value orientation needs will increase millennial commitment and improve business environments. To alleviate the possibility of reduced millennial commitment and improve organizational profitability, managers should incorporate providing frequent feedback into their management strategies for millennials. The participant's responses to the interview questions and review of organizational documents supported the significance of providing feedback to millennial employees.

Participant 1 indicated, "They normally require feedback from managers more frequently than other generations. They like to know where they stand with the manager

and the organization.” Seheult (2016) stated millennials prefer leaders who communicate, are interactive, and validate their performance. When asked about strategies that were adopted to ensure millennial organizational commitment, Participant 1 indicated, “being more open with the employee [gives] the appropriate feedback to make them feel they are growing as an employee and in their position.”

Participant 2 reiterated millennials’ desire for feedback. According to Participant 2, “When employees know they’re needed and know their input is important, they tend to commit more and give more of themselves to projects.” Participant 2 also stated, “everyone likes to know they are needed and appreciated.” A review of organizational performance review documents revealed millennials desire feedback about their progress and provide their thoughts in response to the feedback they are provided.

The second theme also aligns with the conceptual framework, the transformational leadership theory. When managers provide feedback to millennial employees, they encompass one of the foundational components of transformational leadership, individualized consideration (Hesar et al., 2019). Hesar et al. (2019) revealed a transformational leader is concerned about the individual needs of subordinates and illustrates respect and acknowledgment for each employee’s contributions. A manager who implements individualized consideration into their management strategies embodies self-awareness and inspires accomplishment and advancement of employees and the organization (Hesar et al., 2019). While exploring the literature for similar studies, I found the information aligned with my findings.

Theme 3: Transparent Leaders

Another theme that emerged from my data was transparency. Transparent leadership evokes honesty and willingness to share information (Sokol, 2016). A leader who does not exhibit transparency causes a feeling of distrust in leadership among employees. Transparent leaders are a reflection of the organization. Leaders who are transparent are cognizant of how to share information with their employees without jeopardizing the organization's competitive advantage (Sokol, 2016). Transparency is a strategy that can be incorporated into management practices to improve millennial commitment and creativity to increase organizational profitability.

Participant 1 indicated, "Transparency is key with most millennial to keep them happy and creative. They need to know the what, when, and why in order to capture their full attention and concentration". Also, Participant 1 indicated that when a leader is open with a participant, the participant has the opportunity for growth and is able to "have ownership in the work we are creating."

Participant 2 had responses that echoed the transparent leadership theme. Participant 2 stated, "I always maintain an open-door policy." The participant also revealed, "I always include the employees. I want them to know they play a vital role in everything we do".

Performance review documents retrieved from the organization substantiated millennial employee's desire for leadership transparency. My review of organizational performance review documents revealed 72% of millennials in the finance department

appreciate managers who share intricate details of job duties, performance, and willingness to communicate. Also, millennial comments on performance review documents indicated that millennials have trusting relationships with managers who freely share information versus those who do not.

Idealized influence is a dimension of transformational leadership that is achieved when a leader is transparent. Hesar et al. (2019) described idealized influence as leadership behaviors that exhibit commendable solutions that elicit followers to believe their leader is intelligent and makes wise decisions. Yue, Men, and Ferguson (2019) identified that trust between employees, leaders, and organizations is improved when transformational leadership practices are influenced by transparent communication. Employees are more likely to be open and supportive of change when there is a transformational leader who exhibits transparency (Yue et al., 2019). In surveying related studies, I found information that aligned with my findings.

Theme 4: Embracing the Workplace Values of Millennial Employees

The final theme I identified was millennials' workplace values must be met for them to be committed to an organization and to contribute to organizational profitability. Workplace values impact an employee's attitude, concepts, ideas, and contentment (Jiang, 2018). Marstand, Epitropaki, and Martin (2018) revealed employees commit to organizations when the organization's values align with the employee's values. Finance industry managers must delve into the workplace values of millennial employees to encourage their commitment and creativity that may directly impact organizational

profitability. The participants revealed information about millennials' workplace values that may help managers incorporate strategies to enhance millennial creativity and commitment to increase organizational profitability.

Both participants identified millennials' value of technology and their ability to incorporate technology into their work. According to Participant 1, "Technology is usually the biggest adherence in obtaining full commitment from the millennial employee." The participant also revealed incorporating technology into work is important for allowing millennials to "maximize their full creativity and efficiency or find a solution to keep them content in their position to produce accurate information." Participant 2 indicated the "feeling of passion and freedom" exists when millennials are able to "showcase knowledge and skills" at work.

Upon review of organizational documents about employee work preferences, it was revealed that millennials prefer to incorporate advanced technology into their work more than previous generations. According to organizational documents about employee work preferences, millennials believe they can be more productive and creative when technology is used in the workplace. I reviewed the organization's documents about employee work preferences and compared the millennials' responses about the use of technology in the workplace to the responses of employees from previous generations. One of the questions on the employee work preferences form requested employees to identify if they believed that incorporating technology into the workplace enhanced their work experience. The responses to the Likert scale question revealed millennials

“strongly agree” that technology in the workplace improved work experiences and their willingness to be committed to employer three times more than previous generations.

Leadership style is also valued by millennials. Participant 1 discovered, “using a democratic management style or one of the subsets of this style is best effective in managing the millennial employee” and “authoritative styles normally don’t work with them because of their inquisitive nature.” Participant 2 mirrored the importance of leadership style when managing millennials. Participant 2 declared, “more times than not, employees will commit to an environment for how it makes them feel over how much income they generate.” I reviewed organizational employee surveys about leadership style. It was revealed that millennials do not like leaders who do not engage with their team, and millennials want to be contributors to the decisions made within their departments. Hoffman (2018) exclaimed 60% of millennials will not be committed to their organization and quit when they do have engaging leaders. In professional settings, diligent engagement with millennial leadership preferences can encourage transformational changes in organizations (Maiers, 2017).

Inspirational motivation is another dimension of the transformational leadership conceptual framework that is accomplished when millennials’ workplace values are embraced. Hesar et al. (2019) described inspirational motivation as a leader’s ability to convey optimism about forthcoming ambitions and provide the employees with the tools that are needed to accomplish their tasks. A study conducted by Iangat, Linge, and Sikalieh (2019) established inspirational motivation unquestionably impacts employee

work performance and that transformational leadership and employee work performance is significantly related. Iangat et al. claimed employees and organizational leaders must have values that align for an organization to profit from transformational leadership. Based on my review of comparable literature, I found that the information aligned with my findings.

Applications to Professional Practice

Applying research findings to professional practice improves work modalities, application, education, and expertise (Dillard, 2017). An application of the findings associated with the study can emphasize the need to harness millennial creativity and commitment in the workforce to improve organizational profitability. Kark et al. identified creativity within an organization accentuates organizational effectiveness and the ability of the organization to last in an intense, precarious, and competitive business arena. As workforce demographics become monopolized by the millennial generation, managers must be prepared to incorporate strategies that target millennial employment needs (Wood, 2019). The findings related to this study may benefit managers in the financial management industry by highlighting the strategies that are needed to generate millennial employees who are committed to their organization and willing to demonstrate their creativity to benefit their organization. Also, Rajput, Bhatia, and Malhotra (2019) exclaimed millennials prefer leaders who show individualized care, are intellectually stimulating, and supportive.

To achieve organizational profitability, managers must embrace the employment needs of millennials to harness their commitment and creativity. Foremost, managers may acquire additional understanding of the strategies that assimilate millennial creativity and commitment to improve organizational profitability. According to Frankel (2016), millennial employees are committed to their organization when they are appreciated, considered as a fundamental part of a team, and revered for their offerings and skill.

Also, application of the tenets of the transformational leadership theory into management strategies may encourage millennials to exhibit their talents and build relationships with organizational superiors. As managers increase their use of transformational strategies to enhance millennials' roles and strengths in the workforce, organizations will see increases in their profitability and longevity (Kadakia, 2017). Financial management industry managers can include generational management strategies into organizational culture to aid with captivating, alluring, and maintaining committed and creative talent (Kadakia, 2017). Chang-E, Chen, He, and Huang (2019) identified that the relationship between managers and millennials impacts a millennial's ability to be creative in the workplace. Kark et al. identified managers can boost or deter creative that is typically initiated by individuals or groups. Additionally, allowing millennials to be participants with decision making processes may encourage their creativity.

Organizational managers should be compelled to explore the differences in generational workforce perspectives (Arellano, 2015). Generations such as the baby

boomer generation faced challenges such as extended working hours, layoffs, and heightened divorce rates because of work pressures (Firfiray et al.). Financial management industry managers can incorporate findings from this study, to enhance millennials' employment needs to foster their creativity and commitment, and boost organizational profitability.

Implications for Social Change

Implications for social change accentuated by this study incite valuation, advancement, and consideration of individuals, communities, and organizations. The workforce is comprised of three generations, but soon the majority of all workers will be from the millennial generation (Rajput et al., 2019). While exploring the strategies managers in the financial management industry implement to improve millennial commitment and creativity, it was determined that managers must implement a leadership style and incorporate strategies that are inclusive of individual needs, allowance of creative thinking, and effective communication.

The data gathered from this study can assist managers with impacting social change by dispelling myths about millennials. Krell (2017) indicated some myths associated with millennials is that they are narcissistic, have career goals that are unlike previous generations, and use technology with no respect for personal or professional perimeters. The information generated by this study indicated millennials are individuals who demonstrate commitment and improve organizational profitability by incorporating their creative tendencies based on feedback from their superiors. Financial management

industry managers may find this information practical for improving the commitment and creativity of millennials. An additional social implication associated with this study is that managers can implement strategic management methods and the transformational leadership theory that may contribute to innovation, communication, and trust.

Recommendations for Action

Application of the findings associated with study promotes management strategies developed to accommodate the needs for the millennial generation in the workforce. The application of this study's findings are hinged upon actions that must be taken by financial management industry managers to harness the creativity and commitment of the largest generation in the workforce. The recommendations for action associated with this study's findings are:

- Develop an efficient rapport and a trusting relationship with millennials to promote respect, confidence, and involvement in workplace tasks.
- Provide consistent and frequent feedback to millennials about their progress. Effective and consistent feedback will enhance millennials' creativity and commitment to organizational profitability and ensure projects are being conducted appropriately.
- Construct and implement policies that allow employees to openly share their ideas with management to broaden the initiation of new and creative ideas that may impact organizational profitability.

- Adopt the principles of transformational leadership into organizational culture to foster positive relationships between management and subordinates.
- Incorporate current and emerging technologies into work practices to embrace generations that are technologically savvy which may enhance creativity, commitment, and organizational profitability.

The applicable dissemination of the findings associated with this study may be a suitable means for financial management industry managers and managers in all disciplines to apply to managing millennials in the workplace to support their commitment and creativity needs to improve organizational profitability. The findings from this study will be published, shared with participants, and stakeholders of the financial management industry. I may also disseminate my findings by publishing my work in a peer-reviewed journal and incorporate my findings into training managers how to incorporate strategies needed to manage the millennial generation.

Recommendations for Further Research

The findings of this study encourage further research to delve into an extensive exploration of the impact of management strategies and their impact on millennial commitment and creativity on organizational profitability. This study identified the significance of management strategies and styles on various aspects of millennial commitment, creativity, and organizational profitability. Each study participant identified that their approach to management impacts millennials' creative productivity and commitment to the organization and by extension, influences organizational profitability.

Further research may include other business arenas and focus on various size enterprises. Also, a larger number of participants and an examination of other generations may be included in future studies. Future research may include other research methodologies such as a quantitative or mixed-method study to yield an abundance of information about the management strategies that are needed for additional findings on the strategies needed to impact organizational profitability through millennial commitment and creativity.

Reflections

Completing the Doctor of Business Administration (DBA) study has granted me the opportunity to enhance academic, professional, and personal skills and experiences. I have gained greater understanding of generational differences in the workforce and other aspects of business. My appreciation for exploring various developments and opinions on business matters has sparked ideas on management strategies and the direction I would like to take in future business endeavors.

Because of the DBA experience, I am increasingly dedicated to achieving professional and personal goals. Throughout the DBA program, I have become wiser, intuitive, mature, and tenacious in my pursuit of my career and personal affairs. My critical thinking, academic writing, and comprehension skills are significantly improved. I have learned to accept and provide constructive criticism. Also, I am increasingly open-minded to others' business and educational pursuits. The DBA program and study allowed me to learn objectively analyze data without projecting personal opinions.

My knowledge of business and the quest for higher education has initiated the desire to assist others with reaching their business education goals. Although the completion of the DBA program seemed to be a daunting task, the support of Walden University, my professors, and my family helped me succeed. My hope is that the findings of my study will address gaps in research that will enhance respect for all generations in the workforce and encourage others to research topics of interest.

Conclusion

The increasing prevalence of millennials in the workforce has encouraged research on the generation's role and impact in the business field. Managers have identified that the management needs for millennials differ from other generations (Chang-E, 2019). Thus, the implementation of management strategies and transformational leadership is essential to developing creative and committed millennial employees.

Implementing management strategies that encourage creativity and promote commitment are imperative to establishing organizational profitability (Kadakia, 2017). Managers must be impartial to the needs of employees and be willing to implement management strategies that are most effective for their employees. Allowing millennials to exude their independence, share their ideas, and express their desire for feedback will enable them to display their creative tendencies and be committed to their organization which will lead to organizational profitability.

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Appendix A: Interview Protocol

Action	Script
<p>Introduce myself, topic of study, the interview process, and thank the participant for their participation.</p>	<p>Hello! My name is Louis Wilford. I am a student in Walden University's Doctor of Business Administration program. I am conducting my doctoral research project.</p> <p>The purpose of this interview is to ask a series of questions to gain understanding of the strategies managers in the finance industry use to harness the creativity and commitment of millennials to improve organizational profitability.</p> <p>I would like to thank you for being a participant in this interview because your expertise and experience will help me answer my research question, "How do managers in the financial management industry harness creativity and commitment of millennials to improve business profitability?"</p>
<p>Develop rapport and make the interviewee comfortable by</p>	

asking background information.	
Explain the informed consent process and obtain informed consent.	<p>Before we begin the interview, I would like to make sure you received the informed consent form that was emailed to you on (state the date)? Please be aware that your participation is voluntary, your responses will be audio recorded, and we may stop the interview at any time you wish without any repercussions. Your responses will be anonymous and kept confidential. My contact information is provided on the consent form should you have any questions later. Do you have any questions regarding the interview or consent form?</p> <p>Please sign the consent form and I will proceed with explaining the interview process.</p>
Explain the interview process.	<p>During the interview, I will ask you seven predetermined questions about the strategies you incorporate into managing millennials in your industry. The interview should last about 30 to 60 minutes. I will record your responses with my digital audio recorder to ensure I accurately document your responses. I will record this interview to double check that I grasp your answers</p>

	<p>and input completely and accurately. Your responses will be transcribed.</p> <p>After your responses are transcribed, I will set-up another meeting with you again for member checking. This meeting will allow you to review your transcribed responses to ensure I accurately recorded them. Do you have any questions?</p> <p>Momentarily, I will begin recording and start the interview.</p>
Set the tone of the interview by asking the participant questions about their background.	<ol style="list-style-type: none"> 1. Will you briefly describe your background? 2. How long have you been employed at this organization? 3. What is your current job role? 4. What are your interests outside of work?
Turn on the audio recorder and prepare to take notes, if necessary.	
State the date, participant number, and time.	Today is (state date). I am interviewing participant number (state number), at (state time).

<p>Begin asking predeveloped interview questions.</p>	<p>1. What management strategies have you used to address the creativity needs of millennial employees?</p> <p>2. What management strategies have you used to address the commitment needs of millennial employees?</p>
<p>While asking questions record verbal and nonverbal cues.</p>	<p>3. What knowledge have you gained from the management style needs of millennial employees?</p> <p>4. What methods do you use to evaluate your management strategies?</p> <p>5. How have you adapted or changed your management strategies to meet millennial employment requirements to ensure organizational commitment?</p>
<p>Ask probing follow-up questions when appropriate to gain more understanding.</p>	<p>6. How have you adapted or changed your management strategies to encourage millennial creativity in your organization?</p> <p>7. What additional information would you like to share regarding strategies managers use in the financial industry to address the commitment and creativity needs of millennial employees?</p>
<p>Paraphrase, as necessary.</p>	

Wrap up the interview. Thank participant	This is the conclusion of our interview session. Thank you for participating and dedicating your time to assist with my doctoral research project on the management strategies you implement with millennials in your industry. Do you have any additional questions or comments you would like to share?
Stop recording.	
Remind participant that I will schedule a member checking meeting.	I will be contacting you to schedule a follow-up member checking meeting within two weeks to evaluate the transcript of today's interview. The member checking meeting will last 30 to 40 minutes. What is the most convenient time of day for you?
Thank participant again and adjourn the meeting.	Once again, thank you for participating in this interview. Our interview for today is complete.
The interview protocol is complete.	

Appendix B: Interview Questions

1. What management strategies have you used to address the creativity needs of millennial employees?
2. What management strategies have you used to address the commitment needs of millennial employees?
3. What knowledge have you gained from the management style needs of millennial employees?
4. What methods do you use to evaluate your management strategies?
5. How have you adapted or changed your management strategies to meet millennial employment requirements to ensure organizational commitment?
6. How have you adapted or changed your management strategies to encourage millennial creativity in your organization?
7. What additional information would you like to share regarding strategies managers use in the financial industry to address the commitment and creativity needs of millennial employees?